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ABSTRACT

The intent of this study was to produce something more than a tabulation of salaries for college and university administrators. Institutional chief administrative officers devote a great deal of time to personnel matters, and especially to matters concerning members of the professional staff. This research attempts to speak to these concerns by describing current compensation arrangements, by identifying the relationships that exist among positions regardless of absolute compensation, and by raising questions and suggesting areas for further research. The data were collected by means of institutional questionnaires and are presented for academic year 1971-72. Further, the information is presented in both discussion and tabular forms. (Author/HS)

ED 088297

CUPA Research Report
March, 1972

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Compensation Survey

Produced by the College and University Personnel Association

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FOREWORD

The original intent of this series of biennial studies was to produce something more than a tabulation of salaries. Institutional chief administrative officers devote a great deal of time to personnel matters, and especially to matters concerning members of the professional staff. This research attempts to speak to these concerns by describing current compensation arrangements, by identifying the relationships that exist among positions regardless of absolute compensation, and by raising questions and suggesting areas for further research. It is the sincere desire of the research team to provide in this document more current information about professional administrative compensation than is available in any other single volume--in short, a handbook for professional administrative staff compensation administration. To the extent that this has been accomplished, the drudgery of data collection and the frustrations of analysis will have been worth it, and the excitement of discovery will be even greater.

The research team is indebted to the financial support provided by the international College and University Personnel Association and by the University of Houston. Particular thanks is due President Philip G. Hoffman of the University of Houston for creating and maintaining an atmosphere for such research.

Many other fine people contributed to the research effort, and it is a temptation to name each one. My failure to do so in no way diminishes my gratitude. Sincere appreciation is extended to Mr. Ralph C. Mc Kay who supervised computer programming and data processing, often working nights and weekends; to Dr. John A. Cox for expert counsel in statistical analysis; to Mr. Robert O. Benfield, Mr. Robert E. Kirkbride, Mr. G. Joe Gooden and Miss Melba Schweinle who assisted materially (and endlessly) with analysis of data and report production--this report would not have appeared without them; and to Miss Sara K. Goodwin, Mr. Curtis M. Beckcom, Mrs. Jimmie O'Hare and Mrs. Jean Calhoun for invaluable assistance in data collection and report production. All are University of Houston staff.

Greatest thanks go to the institutions that participated by supplying basic data, thereby making this study possible.

Houston, Texas
March 1972

Douglas G. Mac Lean
Project Director

I--INTRODUCTION

PURPOSES OF THE STUDY

The purposes of this study were:

- To determine salaries being paid to the incumbents of 46 selected professional administrative positions in higher education.
- To determine the nature and dollar value of non-cash and total compensation afforded 30 of the 46 reported positions.
- To investigate the compensation relationships among positions, and between positions and selected indicators of institutional identity, resources, size and complexity.
- To further examine the nature of professional administrative staff compensation in ways indicated by the previous studies.[1]
- To provide these data to institutional chief executive officers in time for use in determining 1972-73 compensation arrangements.

CHARACTERISTICS OF THE RESPONSE

Invitations to participate in the study were sent to 2,555 institutions listed in the Education Directory published by the U. S. Office of Education, 1970-71 (Alaska, Hawaii, Canal Zone, Guam, Puerto Rico and Virgin Islands were excluded); of which 1,002 (39.2 per cent) responded. The publication deadline established for the report precluded the use of some of the data submitted. Useable responses from 961 institutions are the basis for the study. For comparative purposes, the 1969-70 study included useable responses from 1,092 institutions.

Public institutions comprise 51 per cent of the respondents included in the study. Senior colleges account for 46 per cent of the respondents; universities for 25 per cent; and junior colleges for 29 per cent.

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1. 1967-68 Administrative Compensation Survey, published by the College and University Personnel Association, February 1968, and 1969-70 Administrative Compensation Survey, published by the College and University Personnel Association, March 1970.

INTRODUCTION CONTD

One of the findings of the 1967-68 study was that the size of an institution's Educational and General Budget is related in a statistically significant way to the level of salaries paid in the positions under study. For this reason, tables are presented in this report which display the salary and total compensation data on the basis of the distribution of Educational and General Budgets as shown in Table 1, below.

TABLE 1: DISTRIBUTION OF RESPONDING INSTITUTIONS ON THE BASIS OF EDUCATIONAL AND GENERAL BUDGETS, 1971-72 (VALUE IN DOLLARS)

BUDGET	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
ALL INST	104,164	1,601,680	3,129,039	7,495,416	140,713,000
JR COLL	133,000	1,028,866	1,787,239	3,662,981	20,265,264
SR COLL	104,164	1,567,409	2,592,700	4,170,606	41,711,000
UNIV	671,827	6,974,326	13,706,495	29,842,612	140,713,000
PUB SUP	133,000	1,951,625	5,180,400	12,505,357	140,713,000
PRI SUP	104,164	1,378,918	2,384,293	3,997,283	132,000,000

The headcount enrollment of the institutions covered in this study ranges from a low of 52 students to a high of 54,000 students.

METHODS OF STUDY

The following methods were used in developing this study:

- Each participant was furnished with survey forms and with a summary description of each survey position (shown in Appendix A) and a set of instructions (shown in Appendix B).

- Particular attention was given to assuring comparability of data. First, as shown in the Appendices, respondents were asked to study the summary description of each position and to determine whether the position in the responding institution was sufficiently comparable to be

reported. Second, respondents were asked to indicate, specifically, in space following each summary description, how the position reported differed from the summary description. Third, the percentage of time each individual devoted to the position was determined; if this was less than 50 per cent, the response was not included in the survey data. Fourth, each of the approximately 18,000 position responses was reviewed by the survey team, and, if there was any question of comparability, that question was removed or the response was deleted from the study.

- Extensive use was made of correspondence and of long distance telephone conversations to ensure complete understanding and accuracy of responses.

- Each response was assigned a code number, and strict data security has been maintained in all phases of the study. Tables showing less than ten responses on a single item have not been included.

- All data are being retained for additional analyses and future studies.

- Because the wage freeze was in effect at the time the responses were requested, institutions were asked to report the data as approved or budgeted and as expected to be paid after the initial 90-day freeze period.

II--HOW TO USE THIS REPORT

This section presents an overview of the benefits and limitations of the report plus some suggestions on how best to employ the report in evaluating and establishing the compensation of individuals in an institution.

DEFINITIONS AND LIMITATIONS

This report can be used in evaluating and establishing the general compensation framework for the administrative positions covered provided the following definitions and limitations are understood:

- The survey was conducted during the period of October 1971--January 1972 and reflects compensation arrangements in effect or approved to be in effect at that time.
- All position compensation data are for 12 months and reflect compensation to full-time employees.
- No person is reported in more than one position.
- Since this study does not include data from all institutions of higher education, it is generally representative, but is not comprehensive. The extremes of compensation, i.e., the "Lowest" and "Highest" categories, should be interpreted as absolute only for the sample population.
- Although care has been taken to assure reasonable comparability of data on the basis of job content, variances in compensation attributable to individual performance and other factors are not considered. This limitation, alone, is sufficient to justify extreme caution in data interpretation.
- Data are presented on a national market basis.

In short, this report is a sample survey of institutions representing the entire range and spectrum of higher education. It does not take into consideration such factors as local labor market conditions, differences in the responsibilities of incumbents of similar positions in different institutions, cost of living differentials, or differences in pay which may be attributable to differences in the age, experience or performance of key individuals. To compare the actual cash salary or total compensation of an individual in an institution with the median

or some other data element in this report and, then, to make an adjustment solely on that basis would be an improper use of the data. Individual salaries should be set on the basis of three general factors: (1) the labor market, (2) the institution's ability to pay, and (3) internal consistency--the balancing of relationships among positions and individuals within the institution. This report only deals with the labor market and, to a lesser degree, with certain quantitative elements of intra-institutional position relationships.

CASH COMPENSATION

There are three ways in which this report can assist an institution in determining cash compensation for individual positions. First, it is possible to obtain a general picture of how salaries for individual positions relate to the entire sample population included in this report. Second, it is possible to make certain comparisons with generally similar institutions. Third, quantitative comparisons can be made on an intra-institutional basis to a limited extent.

1. Determining the General Picture

Section III of this report contains information on cash compensation. Tables 2 through 34 are useful in determining the general salary picture. The following specific steps may be taken:

- Table 2 (or in the case of a Junior College, Table 3) may be annotated to show, for each position, where the salaries of individual position incumbents within a given institution fall in the statistical array. This annotation could be in the form of placing a circle at the appropriate point in the array where the position falls or by determining the placement of the position in the array on a percentile basis.

- Table 4, which shows the range of salaries paid professional administrative staff in all institutions included in the study, may be annotated similarly to indicate whether the incumbent's cash compensation within a given institution falls below, at or above the Q1, Median or Q3 values shown in the table. The Median and interquartile range values are specifically cited so that the institution will avoid placing emphasis on the Minimum or Maximum values also shown in the table; these values are absolute only for the sample population included in this study.

2. Comparisons with Generally Similar Institutions

There are four ways in which comparisons can be made with generally similar institutions:

- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of source of support (Tables 5 and 14).
- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of institutional classification as a University, Senior College or a Junior College (Tables 20, 21 and 22).
- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of a combination of source of support, institutional classification and enrollment (Tables 6-13, 15-19).
- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of institutional classifications and the size of the institution's Educational and General Budget (Tables 23-34). This is particularly significant since research has shown a high correlation between the size of the Educational and General Budget and the salary level for each position included in the report.

For best results, the above four types of comparisons should be used together.

3. Intra-Institutional Comparisons

Research conducted over the past four years indicates that there is a remarkable stability within institutions when the cash compensation of professional administrative staff below the level of President is compared with that of President. These relationships are shown in Tables 71-78 in Section V of this report. To perform a similar analysis for a single institution:

- Divide the institution's chief executive officer's salary into the salary for each other professional administrative staff position included in this report to

determine the percentage salary relationship of each such officer to the chief executive officer.

- o Compare the values produced in the preceding step with the Q1, Median and Q3 values shown in Tables 71-78.

- o Justify to yourself any differences observed in the above comparison.

NON-CASH AND TOTAL COMPENSATION

The same general approach described immediately above for Cash Compensation may be used, with modification, in looking at Non-Cash and Total Compensation. The major modification is that the data on total compensation are not as reliable as those on cash compensation. Data on Social Security, retirement and insurance are sufficiently reliable to be used in general comparisons, but data on institutional contributions to housing, tuition and other benefits generally are understated. The understatement of these kinds of institutional contributions to total compensation, plus the fact that institutions place heavy reliance on cash in the total compensation picture, are sufficient to preclude serious position comparisons on the basis of total compensation.

It is recommended that only Tables 35 and 36 be used in individual position comparisons of the non-cash elements of total compensation.

III--CASH COMPENSATION

This section of the report presents data on 1971-72 cash compensation paid in the 46 positions surveyed and on the trend of cash compensation in some of these positions.

1971-72 CASH COMPENSATION

The 12-month salaries paid to the 46 professional administrative positions included in this study are reflected in Tables 2 through 34 on the following pages. In all Tables, the position column number or position line number corresponds to the number of the summary position description given in Appendix A.

Greatest response was obtained for the positions of Head Librarian (905), Chief Executive Officer (President) (899), Chief Business Officer (898), Chief Academic Officer (873), Registrar (854) and Director, Physical Plant (757). Smallest response is shown in the positions of Director/Dean, Agriculture (51), Director/Dean, Medicine (49), Director/Dean, Optometry (47), Director/Dean, Architecture (46) and Director/Dean, Dentistry (40). These responses are indicative of the frequency of existence of these positions in institutions of varying size and complexity. In a few cases, respondents were reluctant to supply data on certain positions considered to be sensitive. In other instances, respondents indicated that the services of particular individuals are contributed without cost to the institution; all instances of contributed services have been excluded from the study, even when an estimate of the value of the service was given by the institution.

Tables 2-A, 2-B, 2-C and 2-D show the arrays of all reported salaries and the average salary for each position in all institutions. These tables are provided to assist in the evaluation of the entire study and should be interpreted only in general terms. Particular care should be taken to interpret the extreme high and low figures as absolutes only for the sample population. The lowest figures reported usually represent the employment of retired individuals who wish to work full-time, but who prefer a low salary for retirement and tax purposes, or of nonprofessional staff. These data are included because cash compensation actually is paid and to indicate the existence of these types of employment.

Tables 3-A, 3-B and 3-C show the arrays of all reported salaries and the average salary for each position in all Junior Colleges. These tables should be interpreted with the same care as mentioned for Tables 2-A, 2-B, 2-C and 2-D above.

III--CASH COMPENSATION CONTD

Comparison of Tables 2 and 4 reveals that salary averages are higher than salary medians in the cases of all positions other than Staff Legal Counsel and Academic Directors/Deans, indicating a skewing of these responses above the median. In the cases of Academic Directors/Deans, approximately half of the median salaries are higher than the salary averages, indicating a skewing of responses in the other direction.

Comparison of Tables 3 and 22 shows that salary averages for professional administrative staff positions in Junior Colleges are higher than salary medians in 30 positions and lower in 7 positions.

Tables 4-34 show, opposite each position, the number of individuals reported in that position and the range of salaries paid to the incumbents of generally comparable positions. The range is displayed in terms of the lowest salary, the first quartile, the median, the third quartile, and the highest salary. As a general guide for the interpretation of the Tables, the interquartile range (Q1--Q3) probably is most significant.

A comparison of Q1, Median, and Q3 salaries on each position between all public and all private institutional responses (Tables 5 and 14) indicates generally higher salaries in public institutions. All of the exceptions occur in the salary of the positions of Academic Director/Dean. One notable difference is the position of Director/Dean, Medicine, where the Q1, Median and Q3 salaries were substantially higher in the private institution responses. A comparison of salaries on each position in public universities of varying total headcount enrollment (Tables 6, 7 and 8) indicates that, for those positions on which such comparisons can be made, the institutions with total headcount enrollment of 10,000 and over consistently show highest salaries for Q1, Median, and Q3 categories. However, the same consistency is not demonstrated in the responses of public universities with total headcount enrollment of 5,000--9,999 when compared with those public universities with total headcount enrollment under 5,000. A comparison of salaries on each position in private universities of varying total headcount enrollment (Tables 15, 16 and 17) shows that, for those positions on which comparisons can be made, the institutions with total headcount enrollment of 10,000 and over generally report higher salaries for Q1, Median and Q3 categories than the institutions with enrollments of less than 10,000. The pattern, however, is not as consistent as that of the public universities.

The data also show (Tables 20, 21 and 22) that salary medians for positions in universities are always higher than salary medians for the corresponding positions in senior and junior colleges. However, no such similar relationship exists when senior colleges are compared to junior colleges. For many positions, in both the administrative and academic areas, junior colleges reflect higher median salaries than do senior colleges.

Tables 23-34 present cash compensation data in a significant format introduced in the 1969-70 Report. In the 1967-68 study, Pearson product-moment correlation coefficients were computed between the salaries for each position and each of 32 selected variables of institutional identity, resources, size and complexity. The most significant correlations were found between salaries and the size of the institution's Educational and General Budget. This correlation does not prove causality, but shows only that a relation exists in a statistically significant way. The correlation coefficients developed in the previous study tended to refute certain commonly held suppositions of the ways in which compensation data should be presented. One of the more standard ways to survey compensation--one used in this report--is the division of respondents between public and private institutions (source of support). Another is the classification of the institution (whether it is a university, senior college or junior college). Still another is enrollment size which is the best predictor of the salaries of 21 of the 46 positions. However, the size of the Educational and General Budget is statistically significant at the .01 level for all positions, and for this reason, Tables 23-34 are presented. The Educational and General Budget dollar figures used to differentiate these tables correspond to those presented in Table 1. The combination of the several styles of presentation give the reader a substantially better picture of comparative compensation than can be obtained through any one or two of the presentations separately.

Comparison of Tables 23, 24, 25 and 26, which relate salaries in universities to the size of the institutional Educational and General Budget, shows a consistent relationship except for two positions. For each of the positions for which such comparisons can be made, except Director, Student Union, and Director/Dean, Law, the median salary is always greater in the groups of institutions having higher Educational and General Budgets.

Comparisons of Tables 27, 28, 29 and 30 on senior colleges show a similar relationship to that explained above for universities. For those positions on which comparisons can be made, the median salary increases with the classification of the Educational and General Budget except for one position, Director, Student Housing.

For junior colleges, displayed in Tables 31, 32, 33 and 34, the median salary for the position increases with higher Educational and General Budgets except in one position, Director, Student Financial Aid.

TREND OF CASH COMPENSATION

An analysis was made of the cash compensation increases for positions in institutions found in both the 1969-70 and the present study. This analysis, covering 44 of the 46 positions included in the current study, indicates cash compensation increases over the two years in position salaries ranging from 6.6 per cent to 19.4 per cent. The median two-year per cent position salary increase for the group of 44 positions is 11.7 per cent. Positions receiving the highest two-year per cent cash compensation increases are:

Position	Per Cent Increase
Staff Legal Counsel	19.4
Director, Student Housing	14.7
Director/Dean, Fine Arts	14.1
Director/Dean, Architecture	13.8
Director/Dean, Nursing	13.6
Chief Business Officer	13.2
Chief Public Relations Officer	13.1
Dean of Men	12.8
Director, Athletics	12.8
Director/Dean, Business	12.8

Of the ten positions listed above, only two (Chief Business Officer and Director, Student Housing) appear in the similar comparison made two years ago. It also is interesting to note that the two-year per cent position salary increases are generally lower than those found two years ago and that the

median position increase has fallen from 15.0 per cent to 11.7 per cent. It also may be significant that the position of Chief Executive Officer (President) has disappeared from the list of those positions receiving salary increases at or above the median per cent increase for the entire group. The two-year per cent position salary increase for the position of Chief Executive Officer (President) is 10.8 per cent.

TABLE 2-A: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

SALARY RANGE	PRES CH EXEC OFFR	CHIEF ACAD OFFR	REGISR	DIR OF ADM	HEAD LIBR	DIR COMPTR CTR	DIR COMMUN SERVS	CHIEF BUSN OFFR	PURCH AGT	DIR PER SERVS	DIR PHYS PLANT	DIR FOOD SERVS
POSITION	1	2	3	4	5	6	7	8	9	10	11	12
60,000 - 69,999	1											
50,000 - 59,999	1											
55,500 - 58,999	2											
55,000 - 55,499	3											
52,500 - 52,999	1											
51,500 - 51,999								1				
50,000 - 50,499	10	2										
49,500 - 49,999	1											
48,500 - 48,999	1	1										
48,000 - 48,499	2							1				
47,500 - 47,999	2											
47,000 - 47,499	1											
46,500 - 46,999	1											
46,000 - 46,499	1											
45,000 - 45,499	9	1						1				
44,500 - 44,999	9											
44,000 - 44,499	8	2						1				
43,500 - 43,999	1											
43,000 - 43,499	1	3										
42,500 - 42,999	2	1						1				
42,000 - 42,499	4							2				
41,500 - 41,999	2	1										
41,000 - 41,499	5	2						1				
40,500 - 40,999	5											
40,000 - 40,499	24	3						4				
39,500 - 39,999	3	3						1				
39,000 - 39,499	6	1						1				
38,500 - 38,999	6											
38,000 - 38,499	11	2						2				
37,500 - 37,999	17	4						1				
37,000 - 37,499	5	2						3				
36,500 - 36,999	10											
36,000 - 36,499	14	5			1			3				
35,500 - 35,999	6	5						1				
35,000 - 35,499	28	9			2	1		3				
34,500 - 34,999	12	4						5				
34,000 - 34,499	19	10						2				
33,500 - 33,999	12	2			1			4			1	
33,000 - 33,499	22	6			1	1		2			1	
32,500 - 32,999	17	11						5				
32,000 - 32,499	14	9			1	2		11				
31,500 - 31,999	14	7					1	6				
31,000 - 31,499	10	13			1			12				
30,500 - 30,999	17	3			3	1		8				
30,000 - 30,499	43	7		1	3	4	1	14			2	
29,500 - 29,999	24	11			1	2	1	5				
29,000 - 29,499	34	10			3	2	1	14				
28,500 - 28,999	14	10			2			4				
28,000 - 28,499	23	27	1	1	5	3	1	14				1
27,500 - 27,999	25	16	1	1	7	1	1	6		1	1	1
27,000 - 27,499	24	16			4	6		12	1		8	
26,500 - 26,999	17	10	1	2	9	1	2	9	1	1	1	
26,000 - 26,499	15	18	3	2	5	2	1	19		3	4	
25,500 - 25,999	8	17	3	1	4	2	1	7		2	2	
25,000 - 25,499	61	34	3	2	11	8	2	25		3	3	1
24,500 - 24,999	13	21	2	2	10	9	5	11		2	4	1
24,000 - 24,499	23	26	3	4	9	8	4	26		2	5	1
23,500 - 23,999	14	31	3	3	11	3	4	12		3	9	
23,000 - 23,499	14	36	12	7	9	6	4	27	1	2	5	3
22,500 - 22,999	10	22	6	3	14	6	1	18	1	1	4	
22,000 - 22,499	16	27	3	10	7	5	4	14	4	4	9	2
21,500 - 21,999	12	27	7	8	8	3	4	27	1	4	4	2
21,000 - 21,499	15	29	13	7	11	10	4	27	1	7	8	3
20,500 - 20,999	7	17	6	7	19	8	2	20	3	5	12	
20,000 - 20,499	36	37	13	11	19	19	5	29	4	13	9	6
19,500 - 19,999	7	34	10	9	17	11	8	25	4	12	11	4
19,000 - 19,499	8	19	11	23	23	22	6	31	8	7	17	6
18,500 - 18,999	7	28	21	12	27	21	4	27	5	9	24	8
18,000 - 18,499	10	26	16	19	31	14	7	34	5	13	28	6
17,500 - 17,999	4	21	24	19	18	19	10	20	7	14	22	7
17,000 - 17,499	12	28	23	23	27	13	15	28	7	12	21	8
16,500 - 16,999	11	16	32	23	23	16	8	25	9	13	16	13
16,000 - 16,499	9	26	37	33	31	19	6	30	15	18	29	10
15,500 - 15,999	7	12	32	29	34	22	7	26	10	14	21	9
15,000 - 15,499	5	20	39	32	48	33	4	33	29	17	36	14
14,500 - 14,999	1	9	32	36	38	12	5	21	21	16	31	11
14,000 - 14,499	1	10	39	34	44	17	13	31	26	21	29	13
13,500 - 13,999	1	15	48	44	29	18	8	19	28	12	31	13
13,000 - 13,499	4	7	42	46	31	22	11	19	30	21	33	20
12,500 - 12,999	2	8	35	36	32	14	2	18	24	19	28	23
12,000 - 12,499	5	11	44	33	59	24	11	27	21	20	35	18
11,500 - 11,999	2	3	47	31	24	13	7	6	16	19	22	13
11,000 - 11,499	2	4	43	28	38	18	2	14	27	12	32	8
10,500 - 10,999		3	26	19	29	19	5	10	25	17	30	17
10,000 - 10,499	3	4	25	21	32	12	7	10	29	13	39	12
9,500 - 9,999	1	4	19	17	24	12	2	4	33	10	23	8
9,000 - 9,499		3	27	17	24	9	3	9	18	11	26	11
8,500 - 8,999		1	19	7	12	5		2	19	7	44	11
8,000 - 8,499	1	1	21	12	19	11	1	3	10	6	19	11
7,500 - 7,999		1	19	7	4	1	1	2	12	4	20	11
7,000 - 7,499			20	6	5	1	1	3	5	2	8	4
6,500 - 6,999			18	4	3			1	7	2	8	7
6,000 - 6,499	1		9	2	1	1	1	1	2	1	5	8
5,500 - 5,999			4	1	2			1	1	1	1	2
5,000 - 5,499			2	1		1		1	4		2	4
LESS THAN 5,000			2		1		1			1		2
NUMBER INSTITUTIONS	807	873	854	680	906	517	202	892	445	399	787	340
AVERAGE	28,891	22,791	13,954	19,699	15,808	14,930	16,864	20,369	12,830	14,932	14,277	12,967

TABLE 2-3: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

SALARY RANGE	COMPT	DIR STU HOUS	MGR BKSTR	STAFF LEGAL COUNS	CHIEF DEV OFFR	CHIEF PR OFFR	DIR INFO OFFC	CHIEF STU LIFE OFFR	DIR STU UNION	DIR STU PLCMT	DEAN OF MEN	DEAN OF WOMEN
POSITION	13	14	15	16	17	18	19	20	21	22	23	24
48,000 - 48,499					1							
43,500 - 43,999					1							
40,000 - 40,499					1	1						
39,000 - 39,499					1							
38,500 - 38,999					1							
38,000 - 38,499				1	1	1						
37,500 - 37,999					1							
37,000 - 37,499					2							
36,500 - 36,999					1							
36,000 - 36,499				1	1	1						
35,000 - 35,499					3			3				
34,500 - 34,999						2						
34,000 - 34,499		1			3	3		1				
33,500 - 33,999					2	1						
33,000 - 33,499					2	1						
32,500 - 32,999	1				1	1		3			1	
32,000 - 32,499				1		2						
31,500 - 31,999					3	1						
31,000 - 31,499				2	4	2		2				
30,500 - 30,999					3			1	1			
30,000 - 30,499	1			2	4	4		4				
29,500 - 29,999	1			1	5	1						
29,000 - 29,499					3	2		5		1		
28,500 - 28,999						1		5				
28,000 - 28,499	4				4			8				
27,500 - 27,999	1			1	1	1		4				
27,000 - 27,499	5			1	5			5		1	1	
26,500 - 26,999		1			7	1		7			1	1
26,000 - 26,499	4			3	4	4		13		2	1	
25,500 - 25,999	1			2	3		1	7		1		1
25,000 - 25,499	2	2		5	10	1	4	9		1	1	
24,500 - 24,999	5	2		1	7	3		12	2	2	2	
24,000 - 24,499	2			2	14	4	3	11	3		4	
23,500 - 23,999	3	1		1	8	4	2	12	1	3	1	1
23,000 - 23,499	8			2	16	7		20	1	4	1	1
22,500 - 22,999	7	2		2	14	2		18	1	1	3	
22,000 - 22,499	7	3		1	15	4	3	22	4	10	2	2
21,500 - 21,999	9	3		2	12	8	2	11	4	2	6	
21,000 - 21,499	11	2			24	9	3	27	3	1	5	
20,500 - 20,999	6	3			9		1	13	4	2	4	3
20,000 - 20,499	17	4	3	3	31	7	4	22	3	8	8	4
19,500 - 19,999	15	2			18	10	5	21	3	4	5	3
19,000 - 19,499	14	4	3	1	15	10	4	15	6	4	3	3
18,500 - 18,999	16	2	1	2	18	19	5	18	4	9	5	4
18,000 - 18,499	11	4	5	5	22	11	5	28	9	7	8	3
17,500 - 17,999	29	2	5	2	13	14	5	22	8	8	11	5
17,000 - 17,499	20	4	3	2	28	14	13	24	6	12	8	13
16,500 - 16,999	24	9	4	2	17	17	16	24	15	12	11	12
16,000 - 16,499	29	13	5	3	30	28	11	25	11	13	16	19
15,500 - 15,999	18	10	4	1	17	18	10	18	11	14	17	11
15,000 - 15,499	25	14	15		32	29	18	25	16	22	27	23
14,500 - 14,999	17	15	13		15	20	11	19	9	20	15	14
14,000 - 14,499	24	15	17		23	23	5	26	24	28	17	13
13,500 - 13,999	21	10	14	1	19	15	19	19	18	22	14	20
13,000 - 13,499	19	12	24	1	16	17	12	15	24	25	16	24
12,500 - 12,999	28	19	21		5	19	12	15	34	28	21	18
12,000 - 12,499	20	21	18	2	18	20	20	30	17	33	28	17
11,500 - 11,999	17	15	19		5	19	17	9	23	14	10	14
11,000 - 11,499	13	18	27		6	20	16	21	28	26	10	27
10,500 - 10,999	8	17	29		8	24	23	10	18	16	10	12
10,000 - 10,499	19	17	32	2	6	18	24	8	18	21	15	24
9,500 - 9,999	13	14	40		2	17	14	9	11	12	12	18
9,000 - 9,499	9	17	35		6	20	13	6	13	25	10	16
8,500 - 8,999	7	9	30		1	14	16	3	7	13	3	12
8,000 - 8,499	7	14	35	2	5	12	13	4	10	8	4	12
7,500 - 7,999	5	7	25			10	12		10	9	2	10
7,000 - 7,499	2	7	31		1	6	8	2	8	5	3	6
6,500 - 6,999	2	5	35			2	3	1	5	6	2	9
6,000 - 6,499	2	3	32		1	1	6		3	2	3	9
5,500 - 5,999	1	2	28				1		2	5	1	3
5,000 - 5,499	1	5	35			2	2		4	2	1	3
LESS THAN 5,000		2	48		1	1	5		11	2	9	1
NUMBER INDIVIDUALS	539	333	633	48	582	531	379	441	405	440	347	374
AVERAGE	15,823	12,906	9,501	21,381	19,148	15,284	12,829	18,286	13,034	13,531	14,421	12,948

TABLE 2-C: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 963 INSTITUTIONS, 1971-72

SALARY RANGE	DIR STU FI AID	DIR STU COUN	DIR ATHL	DIRECTOR/DEAN ARCHI-TECTURE	AGRI-CULTURE	ARTS & SCIENCES	BUSI-NESS	DEN-TISTRY	EDUCA-TION	ENGI-NEERING	EXTEN-SION	FINE ARTS
POSITION	25	26	27	28	29	30	31	32	33	34	35	36
$51,000 - 51,499							1					
42,000 - 42,499							1			1		
41,000 - 41,499						1						
40,000 - 40,499			1			1		1	2	1		
39,500 - 39,999										1		
39,000 - 39,499						1		1				
38,500 - 38,999								1				
38,000 - 38,499							3	1		1		
37,500 - 37,999						1	1					
37,000 - 37,499						3				2		
36,500 - 36,999								3				
36,000 - 36,499					1			2	1	3		
35,500 - 35,999								2			1	
35,000 - 35,499			2		1	3	4	5	1	7	1	
34,500 - 34,999				1	1	1	3	1	4	2	1	
34,000 - 34,499						3	2	2	1	1	1	
33,500 - 33,999			1	1	2	4	6	2	2	5		1
33,000 - 33,499						4	2	2	3	1		
32,500 - 32,999				1			2		1	3		1
32,000 - 32,499		1	2			4	2	1	5	3	1	1
31,500 - 31,999			1	1		3	3		3	1	1	1
31,000 - 31,499		1	2	1	3	5	4	2	2	2		
30,500 - 30,999					1	5	6		4	6	1	
30,000 - 30,499			1	2		7	8	2	7	3	1	1
29,500 - 29,999			1		2	5	5		3	3	1	1
29,000 - 29,499			1		4	4	5	1	8	5		5
28,500 - 28,999			2	1		6	4	2	9	6	1	2
28,000 - 28,499			4	2		15	13		12	9	4	5
27,500 - 27,999			1		1	2	5		4	2	1	1
27,000 - 27,499			2	3	1	9	6		6	4	3	3
26,500 - 26,999		1	2			11	6		8	3	4	3
26,000 - 26,499			6	3		12	11	1	14	3	7	4
25,500 - 25,999		1	4	4	2	6	3		8	5		3
25,000 - 25,499		1	8	3	3	10	12		10	5	7	5
24,500 - 24,999			1		1	13	10		11	5	7	3
24,000 - 24,499		3	8	3	3	9	6		4	1	5	3
23,500 - 23,999	2	1	2	2	3	21	12		16	4	5	4
23,000 - 23,499	1	7	10		2	12	9		9	4	2	2
22,500 - 22,999	3	4	9	3	2	12	8		15	5	3	4
22,000 - 22,499	1	11	14		2	15	11		13	4	4	4
21,500 - 21,999	2	9	17	3	2	10	5		8	2	4	4
21,000 - 21,499	4	13	14	1	2	9	14		7	2	6	5
20,500 - 20,999	2	12	7	1	3	12	8		9	1	6	9
20,000 - 20,499	5	6	22		1	6	3		4	3	3	7
19,500 - 19,999	6	15	14		1	6	6	1	2	1	7	1
19,000 - 19,499	4	14	20	2		5	2	1	7	2	1	2
18,500 - 18,999	9	13	17	1		4	3	1	2	3	4	6
18,000 - 18,499	12	27	14	2		4	5		1	4	5	4
17,500 - 17,999	6	21	22			3	8		4	2	2	4
17,000 - 17,499	9	21	21	3	1	4	10		1		2	2
16,500 - 16,999	14	17	25			5	4		6	2	4	2
16,000 - 16,499	17	19	29		1	5	2		2		6	3
15,500 - 15,999	21	29	22		2	3	7	1	2	2	8	1
15,000 - 15,499	23	36	29			5	4	2	7	4	4	1
14,500 - 14,999	21	22	26			2	3		2	1	5	1
14,000 - 14,499	29	19	23				4	1	2	1	2	1
13,500 - 13,999	28	18	26	1	1	3	1		1	3	3	2
13,000 - 13,499	42	22	27			2	4		5	1	3	2
12,500 - 12,999	36	19	15		1				3	1	4	1
12,000 - 12,499	41	19	24			2	5	1	2		2	2
11,500 - 11,999	26	19	16		1	3	2		2		1	3
11,000 - 11,499	49	16	14			2	1		1	2	5	3
10,500 - 10,999	51	17	7	1		2			1	1	2	2
10,000 - 10,499	44	12	10			1	4				2	1
9,500 - 9,999	35	15	11				1		1		1	
9,000 - 9,499	34	11	2			1	1					1
8,500 - 8,999	27	5	7				1					
8,000 - 8,499	19	7	2				1				1	
7,500 - 7,999	14	2	2									
7,000 - 7,499	11	5	2									
6,500 - 6,999	5	2	1									
6,000 - 6,499	9	3	2									
5,500 - 5,999	6											
5,000 - 5,499	7		1									
LESS THAN 5,000	5	1	1									
NUMBER INDIVIDUALS	684	510	570	46	51	317	291	90	263	149	162	132
AVERAGE	17,714	19,386	14,859	29,196	29,510	29,028	23,370	30,927	23,804	28,976	26,329	21,332

TABLE 2-D: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

SALARY RANGE	DIRECTOR/DEAN GRADUATE PROGRAMS	HOME ECONOMICS	LAW	MEDICINE	MUSIC	NURSING	PHARMACY	SOCIAL WORK	TECHNOLOGY	VOC EDUCATION
POSITION	37	38	39	40	41	42	43	44	45	46
$50,000 - $50,499				1						
$51,000 - $51,499				1						
$50,000 - $50,499									1	
$47,000 - $47,499				5						
$46,000 - $46,499				1						
$45,500 - $45,999				1						
$45,000 - $45,499				3						
$43,000 - $43,499				1						
$42,500 - $42,999				1						
$42,000 - $42,499				1						
$41,000 - $41,499				1						
$40,500 - $40,999				1						
$40,000 - $40,499				4						
$38,500 - $38,999			1	2						
$38,000 - $38,499	1		3	2						
$37,500 - $37,999	3		3	4						
$37,000 - $37,499	2		1	2				1		
$36,500 - $36,999	1			4						
$36,000 - $36,499	1		3							
$35,500 - $35,999	2		1	1			1			
$35,000 - $35,499		1	5			1			1	
$34,500 - $34,999	3		1		1					
$34,000 - $34,499	3		2	1	1		1			
$33,500 - $33,999	2		2			1	1			1
$33,000 - $33,499	4		7	2			1	1		
$32,500 - $32,999			3	1	1		1			
$32,000 - $32,499	4		2	1			1	1		
$31,500 - $31,999	1		4				3	1		
$31,000 - $31,499	4		5	1			1	3		
$30,500 - $30,999	5								1	
$30,000 - $30,499	5	1	4	2		2	2	2		
$29,500 - $29,999	1		1	1	1	1	2	1		
$29,000 - $29,499	7		4				4		1	
$28,500 - $28,999	1		2		2	2	2	5	1	
$28,000 - $28,499	11	1	4		1	2			1	1
$27,500 - $27,999	8	1	3			1	1	5	1	1
$27,000 - $27,499	4	1	4			2		1	2	1
$26,500 - $26,999	3	1	3	1	3	2	3	3	2	1
$26,000 - $26,499	14	4	3			4	2	3	1	
$25,500 - $25,999	8	2			1	4	2	2	6	
$25,000 - $25,499	2	5		1	2	4	1	2	5	2
$24,500 - $24,999	12				1	6	4	2	3	1
$24,000 - $24,499	10	4	1		2	4	2	1	1	2
$23,500 - $23,999	14	1			4	4		4	2	2
$23,000 - $23,499	12	1	3		1	1	6	2	2	3
$22,500 - $22,999	12		2	1	2	4	2		5	4
$22,000 - $22,499	8	2	1	1	2	8	2	2	5	2
$21,500 - $21,999	10	2			1	9				4
$21,000 - $21,499	12	1	2		5	7		4	4	3
$20,500 - $20,999	10	3			5	5			3	3
$20,000 - $20,499	2	1			2	8	1		3	5
$19,500 - $19,999	2	4			3	3				4
$19,000 - $19,499	4	1	1		3	7	1	1	4	8
$18,500 - $18,999	4	8			2	6		1	2	8
$18,000 - $18,499	6	3			4	8		1	3	9
$17,500 - $17,999	4				3	4		2	3	8
$17,000 - $17,499	1				3	7		1	2	2
$16,500 - $16,999	2	1			4	8			1	6
$16,000 - $16,499	3				3	8		2	4	3
$15,500 - $15,999		2				6		1	3	3
$15,000 - $15,499	3				2	6			4	7
$14,500 - $14,999	4	1			4	8		2	4	2
$14,000 - $14,499	4	2			3	4		1	2	6
$13,500 - $13,999	2	4	1			4				3
$13,000 - $13,499	2	1				8		1	2	4
$12,500 - $12,999	1	1				4				3
$12,000 - $12,499	1	2			1	4		1		4
$11,500 - $11,999		1			1	2		1		
$11,000 - $11,499	1	1			1					2
$10,500 - $10,999	1	1			2			1		
$10,000 - $10,499	1	4			4	1		1		1
$9,500 - $9,999						3			1	
$9,000 - $9,499					1	1		1		
$8,500 - $8,999	1				1	1				
$8,000 - $8,499					2	1				
$7,500 - $7,999					1					
$6,500 - $6,999						1				
NUMBER INDIVIDUALS	259	69	89	99	92	167	67	66	87	119
AVERAGE	$29,083	$19,748	$30,333	$38,341	$18,987	$19,243	$27,078	$23,378	$21,127	$18,311

TABLE 3-A: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 281 JUNIOR COLLEGES, 1971-72

SALARY RANGE	PRES CH EXEC OFFR	CHIEF ACAD OFFR	REGISR	DIR OF ADM	HEAD LIBR	DIR COMPTR CTR	DIR COMMUN SERVS	CHIEF BUSN OFFR	PURCH AGT	DIR PER SERVS	DIR PHYS PLANT	DIR FOOD SERVS
POSITION	1	2	3	4	5	6	7	8	9	10	11	12
40,500 - 40,999	1											
40,000 - 40,499	1											
38,000 - 38,499	1											
37,000 - 37,499	1											
36,500 - 36,999	1											
36,000 - 36,499	1											
35,500 - 35,999	3											
35,000 - 35,499	4											
34,500 - 34,999	2											
34,000 - 34,499	4											
33,500 - 33,999	3											
33,000 - 33,499	2											
32,500 - 32,999	3											
32,000 - 32,499	5											
31,500 - 31,999	5							1				
31,000 - 31,499	9	2										
30,500 - 30,999	8											
30,000 - 30,499	22							1				
29,500 - 29,999	5	1						1				
29,000 - 29,499	11											
28,500 - 28,999	8	2										
28,000 - 28,499	6	2						1				
27,500 - 27,999	7	2	1					3		1		
27,000 - 27,499	10	1				1		2			1	
26,500 - 26,999	5	3	1		1			1				
26,000 - 26,499	6	3	1	1				4		1		
25,500 - 25,999	2	4						1				
25,000 - 25,499	17	10		1	1		2	5		1		
24,500 - 24,999	8	5			1	2	3	2			1	
24,000 - 24,499	11	8	1	1	3	1	2	7		1		
23,500 - 23,999	6	8	1				3	2				
23,000 - 23,499	7	8	5	2			1	4	1	1	1	1
22,500 - 22,999	8	6	1		2	2		2			1	
22,000 - 22,499	8	11	1	4	1	1	3	3	1		1	
21,500 - 21,999	2	11	2	2	1	1		10				
21,000 - 21,499	9	12	2		2	2	1	12		2		1
20,500 - 20,999	4	10	1		5	3		11		1	2	
20,000 - 20,499	12	11	4	4	5	2	2	6		4	2	1
19,500 - 19,999	2	16	3		4	2	7	6		2	1	2
19,000 - 19,499	2	10	3	3	5	5	3	10		3	2	
18,500 - 18,999	4	10	4		12	6	3	12	1	1	2	
18,000 - 18,499	6	11	3	6	7	4	5	7		2	4	
17,500 - 17,999	2	11	6	2	7	4	4	6	3	1	2	1
17,000 - 17,499	5	13	5	5	12	3	6	8		2	3	2
16,500 - 16,999	8	6	8	8	5	4	4	2	1	3	4	1
16,000 - 16,499	6	10	10	9	9	6	4	14	3	3	2	
15,500 - 15,999	5	6	11	6	7	10	3	6	1	5	7	1
15,000 - 15,499	2	8	10	3	13	9	1	14	3	5	6	2
14,500 - 14,999	1	4	10	11	14	3	4	6	4	6	6	2
14,000 - 14,499		7	9	5	11	4	10	11	7	3	8	2
13,500 - 13,999		6	15	6	10	5	5	7	4	1	11	1
13,000 - 13,499	3	5	8	10	12	8	7	8	4	6	6	
12,500 - 12,999		4	8	4	12	2	1	8	1	5	5	3
12,000 - 12,499	2	2	14	8	23	8	6	11	5	8	9	3
11,500 - 11,999	2	3	11	5	7	3	5	1	5	4	11	8
11,000 - 11,499		2	7	1	16	4	1	7	4		7	2
10,500 - 10,999		2	13	7	7	3	1	6	2	2	7	
10,000 - 10,499	2	2	8	7	14	1	2	7	4	2	12	2
9,500 - 9,999	1	1	5	3	10	5		3	4		4	2
9,000 - 9,499			6	5	10		1	3	2	1	5	5
8,500 - 8,999		1	3	1	3	1		1	2	2	7	2
8,000 - 8,499		1	5	5	9	2	1	1	2		4	4
7,500 - 7,999			6	3	1		1	1	5		9	3
7,000 - 7,499			3	1				2		1	1	3
6,500 - 6,999			5	3	2				3	1	5	2
6,000 - 6,499			2				1	1			3	4
5,500 - 5,999			1		1			1		1		1
5,000 - 5,499			1			1		1	1		2	2
LESS THAN 5,000			2									4
NUMBER INDIVIDUALS	277	261	224	192	247	117	103	254	77	80	164	84
AVERAGE	25,080	19,473	13,819	19,279	15,207	15,532	16,340	17,229	12,378	15,218	12,646	10,709

TABLE 3-B: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 281 JUNIOR COLLEGES, 1971-72

SALARY RANGE	COMPT	DIR STU HOUS	MGR BKSTR	CHIEF DEV OFFR	CHIEF PR OFFR	DIR INFO OFFC	CHIEF STU LIFE OFFR	DIR STU UNION	DIR STU PLCMT	DEAN OF MEN	DEAN OF WOMEN	DIR STU FI AID
POSITION	13	14	15	17	18	19	20	21	22	23	24	25
31,000 - 31,499							1					
28,500 - 28,999							1					
27,500 - 27,999							1					
27,000 - 27,499				1						1		
26,500 - 26,999										1	1	
26,000 - 26,499							3					
25,500 - 25,999							2		1			
24,500 - 24,999				1			3			1		
24,000 - 24,499				1	1	2				1		
23,500 - 23,999							3	1			1	
23,000 - 23,499				1	1		4				1	1
22,500 - 22,999				1			4			2		
22,000 - 22,499					1		6	3			1	
21,500 - 21,999	2			2			2		2	1		1
21,000 - 21,499	2			1	1		7		1	1	1	2
20,500 - 20,999	1						6	2				1
20,000 - 20,499				3	1		10			2		2
19,500 - 19,999	1			3			8	1		2	1	1
19,000 - 19,499	3			1			5	2	1		1	3
18,500 - 18,999	2			3	4		6		2	1	1	2
18,000 - 18,499	3			2	2	2	3	1		1		5
17,500 - 17,999	6				3	1	5	3		3	2	3
17,000 - 17,499	2			1	1	1	7	2	1		1	3
16,500 - 16,999	7	1	1	2	5	3	8	2	1		1	5
16,000 - 16,499	4	1	2	4	5	2	6	1	3	1		3
15,500 - 15,999	4	1	1	6	4	3	3	2	4	1		7
15,000 - 15,499	4		2	4	7	5	11	2	3	4	1	7
14,500 - 14,999	4	1		5	3	5	3	2	1		3	6
14,000 - 14,499	5	1	4	4	7	4	11	1	10	1		4
13,500 - 13,999	4	1	1	4	5	2	2	1	2	1	1	7
13,000 - 13,499	6	1	5	2	3	1	6	6	6	1	2	10
12,500 - 12,999	6	1	4	2	4	1	4	6	5	1	2	4
12,000 - 12,499	5	2	1	4	5	4	6	7	5	2	2	6
11,500 - 11,999	3	1	6		5	1	2	3	1			5
11,000 - 11,499	3		4	1	5	4	5	5	6	2	1	10
10,500 - 10,999	2	2	2	3	8	4	5	7	1	1	2	12
10,000 - 10,499	6	1	8	2	7	5	4	1	5	2	2	9
9,500 - 9,999	4	5	11	1	3		5	2	1	2	4	9
9,000 - 9,499		1	10	2	4	4	1	4	3	1	3	3
8,500 - 8,999	2		5	1	2	3		1	1			4
8,000 - 8,499	1		9	1	2		3	3		1	1	1
7,500 - 7,999	3		4		3			3	1	2	2	4
7,000 - 7,499	1	1	11	1	2		2				1	
6,500 - 6,999	1		9			1		1	2	1		1
6,000 - 6,499	1	1	9	1	1	1			1	1	1	2
5,500 - 5,999	1		7							1	1	2
5,000 - 5,499			10		1			3				
LESS THAN 5,000		1	22		1	3		3		2		
NUMBER INDIVIDUALS	188	25	188	71	102	62	174	79	71	46	41	147
AVERAGE	14,081	11,273	8,375	15,377	13,354	12,842	17,062	12,520	13,330	14,720	13,536	13,223

TABLE 3-C: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 281 JUNIOR COLLEGES, 1971-72

SALARY RANGE	DIR STU COUN	DIR ATHL	ARTS & SCIENCES	BUSI-NESS	EDUCA-TION	ENGI-NEERING	DIRECTOR/DEAN EXTEN-SION	FINE ARTS	NURS-ING	SOCIAL WORK	TECH-NOLOGY	VOC EDU-CATION
POSITION	26	27	30	31	33	34	35	36	42	44	45	46
27,500 - 27,999				1								
27,000 - 27,499				1								
26,500 - 26,999											1	1
26,000 - 26,499	1	1						1	1			
25,500 - 25,999	1		1	1			1				1	2
25,000 - 25,499			1	1							1	1
24,500 - 24,999	1		2					1			1	1
24,000 - 24,499	1		1						1	1		1
23,500 - 23,999	1		3	1		1		1		1	2	1
23,000 - 23,499		1	1	2		2			1		1	1
22,500 - 22,999	3	1	2	1	1		1		1		2	2
22,000 - 22,499	1	1	3	1			2	1	1			2
21,500 - 21,999	3	3	1	2			1			1	1	3
21,000 - 21,499	2	1	4	2	1		1	1	1		3	2
20,500 - 20,999	5	4	1	1		1	1	3			2	4
20,000 - 20,499	4	4	3	1			3	1				1
19,500 - 19,999	5	3	1			1			1	1	2	3
19,000 - 19,499	3	2	3	1		2	3	3	3		2	4
18,500 - 18,999	7	2	3	2		4	1	2	2		1	3
18,000 - 18,499	5	2	2	5			1	1	2	1	1	5
17,500 - 17,999	4	2	2	5			1	3				
17,000 - 17,499	4	5	3	1	1	1	1	1	2			2
16,500 - 16,999	5	8	4	2	1		3	1	3		4	3
16,000 - 16,499	10	4	1	2		1	2		3	1		3
15,500 - 15,999	11	3	4	4	4	4	1	1	4		4	6
15,000 - 15,499	3	4	1			1	1		4	1	3	2
14,500 - 14,999	4	6		6				1		1	2	5
14,000 - 14,499	6	10	1	1		2		1	2			3
13,500 - 13,999	9	5	1	4	2	1	3		2		1	5
13,000 - 13,499	7	3			2	1	2		3			3
12,500 - 12,999	3	11		3	1		1		3			4
12,000 - 12,499	4	2	1	1			1	1	2			
11,500 - 11,999	6	6	2			2	3	1				2
11,000 - 11,499	4	3	1			1	1	2		1		
10,500 - 10,999	9	3		2			1	1	1			1
10,000 - 10,499	6	1		1			1		2		1	
9,500 - 9,999	1	1								1		
9,000 - 9,499	2	3		1								
8,500 - 8,999				1								
8,000 - 8,499	1											
7,500 - 7,999	2											
7,000 - 7,499	1								1			
6,500 - 6,999		1										
6,000 - 6,499												
5,000 - 5,499		1										
NUMBER INDIVIDUALS	199	113	85	57	13	25	37	29	48	11	38	66
AVERAGE	$15,291	$14,929	$18,457	$14,837	$15,379	$16,497	$14,238	$17,990	$15,014	$17,817	$16,962	$17,737

TABLE 4: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	900	$ 9,474	23,900	28,736	34,000	60,000
2	CHIEF ACADEMIC OFFICER	893	7,748	18,000	22,142	26,671	50,000
3	REGISTRAR	959	9,580	11,100	13,629	16,500	28,268
4	DIRECTOR OF ADMISSIONS	440	5,100	12,000	14,088	17,000	30,000
5	HEAD LIBRARIAN	945	3,960	12,000	15,000	18,888	36,000
6	DIRECTOR, COMPUTER CENTER	512	2,400	12,600	15,809	19,912	35,000
7	DIRECTOR, COMMUNITY SERVICES	242	4,000	13,230	16,791	19,900	31,400
8	CHIEF BUSINESS OFFICER	898	6,000	15,132	19,997	24,993	51,400
9	PURCHASING AGENT	945	5,000	10,115	12,570	15,000	27,000
10	DIRECTOR, PERSONNEL SERVICES	309	4,229	11,804	14,500	17,758	27,774
11	DIRECTOR, PHYSICAL PLANT	747	5,100	10,620	13,800	17,323	33,920
12	DIRECTOR, FOOD SERVICES	360	3,780	9,964	12,800	15,837	28,260
13	COMPTROLLER	548	5,900	12,600	15,504	18,696	32,759
14	DIRECTOR, STUDENT HOUSING	333	4,000	10,000	12,000	15,307	34,000
15	MANAGER, BOOKSTORE	433	2,760	6,658	9,134	11,904	20,050
16	STAFF LEGAL COUNSEL	60	8,000	17,000	21,550	26,949	38,000
17	CHIEF DEVELOPMENT OFFICER	842	4,525	15,000	18,104	22,500	45,000
18	CHIEF PUBLIC RELATIONS OFFICER	831	4,000	11,000	14,500	17,800	40,000
19	DIRECTOR, INFORMATION OFFICE	399	3,000	9,950	12,084	15,500	25,500
20	CHIEF STUDENT LIFE OFFICER	861	4,945	14,032	17,983	22,014	35,000
21	DIRECTOR, STUDENT UNION	945	3,288	10,384	12,813	15,987	30,907
22	DIRECTOR, STUDENT PLACEMENT	940	3,250	10,695	13,200	15,671	29,996
23	DEAN OF MEN	347	3,600	11,700	14,200	16,824	32,500
24	DEAN OF WOMEN	379	4,100	10,000	12,000	15,250	26,820
25	DIR.,STUDENT FINANCIAL AID	489	3,250	9,894	11,837	14,284	23,912
26	DIRECTOR, STUDENT COUNSELING	510	4,900	12,500	15,331	18,206	32,000
27	DIRECTOR, ATHLETICS	570	4,000	13,300	16,298	19,878	40,000
28	DIR./DEAN, ARCHITECTURE	44	10,600	21,000	24,780	27,000	34,458
29	DIR./DEAN, AGRICULTURE	81	11,980	21,112	24,000	29,000	36,000
30	DIR./DEAN, ARTS & SCIENCES	317	9,148	20,810	23,473	28,000	41,000
31	DIR./DEAN, BUSINESS	241	8,983	18,420	23,500	28,000	51,000
32	DIR./DEAN, DENTISTRY	48	12,375	28,500	33,500	38,500	48,000
33	DIR./DEAN, EDUCATION	243	9,600	20,748	23,717	27,500	45,000
34	DIR./DEAN, ENGINEERING	149	10,600	21,670	24,758	30,500	42,300
35	DIR./DEAN, EXTENSION	142	8,000	15,750	20,500	24,400	35,500
36	DIR./DEAN, FINE ARTS	132	9,158	17,850	21,396	26,111	33,908
37	DIR./DEAN, GRADUATE PROGRAMS	259	8,820	21,000	23,604	27,700	38,000
38	DIR./DEAN, HOME ECONOMICS	49	15,000	19,498	19,600	25,710	35,000
39	DIR./DEAN, LAW	84	13,500	27,360	31,000	33,700	38,500
40	DIR./DEAN, MEDICINE	69	22,008	33,500	38,004	44,000	55,000
41	DIR./DEAN, MUSIC	92	7,800	14,789	19,112	22,966	34,848
42	DIR./DEAN, NURSING	147	4,528	15,000	17,000	22,648	35,000
43	DIR./DEAN, PHARMACY	47	19,925	25,000	26,500	30,000	35,500
44	DIR./DEAN, SOCIAL WORK	64	9,150	18,500	24,362	27,768	37,000
45	DIR./DEAN, TECHNOLOGY	87	9,784	16,500	21,000	24,893	30,000
46	DIR./DEAN, VOCATIONAL EDUC.	119	10,364	15,000	18,000	21,300	33,600

TABLE 5: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 487 PUBLIC INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	482	12,975	25,000	29,500	34,349	59,000
2	CHIEF ACADEMIC OFFICER	456	10,500	20,000	23,825	28,088	50,000
3	REGISTRAR	457	5,280	13,000	15,992	18,238	28,268
4	DIRECTOR OF ADMISSIONS	247	6,700	13,208	15,920	18,800	30,000
5	HEAD LIBRARIAN	472	6,500	14,200	17,015	20,004	36,000
6	DIRECTOR, COMPUTER CENTER	329	5,900	13,651	16,860	20,000	35,000
7	DIRECTOR, COMMUNITY SERVICES	162	6,183	14,004	17,274	20,388	31,400
8	CHIEF BUSINESS OFFICER	461	6,175	16,582	20,700	25,474	51,400
9	PURCHASING AGENT	245	5,004	10,622	13,100	15,336	27,000
10	DIRECTOR, PERSONNEL SERVICES	261	5,785	12,558	14,980	18,096	27,774
11	DIRECTOR, PHYSICAL PLANT	378	5,137	12,050	15,348	18,700	33,920
12	DIRECTOR, FOOD SERVICES	174	3,900	11,127	13,500	16,970	28,260
13	COMPTROLLER	271	5,931	14,000	16,840	19,500	32,759
14	DIRECTOR, STUDENT HOUSING	192	5,000	11,454	13,800	16,408	34,000
15	MANAGER, BOOKSTORE	318	2,760	8,004	10,800	13,123	20,000
16	STAFF LEGAL COUNSEL	39	8,250	17,500	22,452	25,752	38,000
17	CHIEF DEVELOPMENT OFFICER	196	4,520	15,775	19,212	22,705	37,000
18	CHIEF PUBLIC RELATIONS OFFICER	243	6,461	13,000	16,080	19,600	40,000
19	DIRECTOR, INFORMATION OFFICE	101	4,500	11,100	13,936	16,800	25,500
20	CHIEF STUDENT LIFE OFFICER	360	7,284	17,000	20,214	23,500	35,000
21	DIRECTOR, STUDENT UNION	262	4,020	11,700	13,838	16,500	30,907
22	DIRECTOR, STUDENT PLACEMENT	279	5,794	12,230	14,900	17,080	29,996
23	DEAN OF MEN	171	6,504	13,600	15,587	18,000	27,032
24	DEAN OF WOMEN	178	6,359	12,650	14,700	16,978	26,820
25	DIR.,STUDENT FINANCIAL AID	364	5,000	11,018	13,200	15,893	23,912
26	DIRECTOR, STUDENT COUNSELING	315	8,000	14,187	16,500	19,479	32,000
27	DIRECTOR, ATHLETICS	312	6,000	15,000	18,143	21,316	40,000
28	DIR./DEAN, ARCHITECTURE	38	10,600	21,800	25,000	27,000	34,458
29	DIR./DEAN, AGRICULTURE	68	11,800	21,410	24,100	29,000	36,000
30	DIR./DEAN, ARTS & SCIENCES	235	11,180	21,396	23,760	28,000	41,000
31	DIR./DEAN, BUSINESS	219	10,200	19,726	23,500	27,810	38,000
32	DIR./DEAN, DENTISTRY	39	12,375	19,380	32,900	35,727	39,000
33	DIR./DEAN, EDUCATION	247	12,684	21,400	24,185	27,500	40,000
34	DIR./DEAN, ENGINEERING	148	11,200	22,000	24,347	30,500	42,300
35	DIR./DEAN, EXTENSION	132	10,533	15,974	20,520	24,796	35,500
36	DIR./DEAN, FINE ARTS	142	10,900	18,913	21,951	26,000	33,908
37	DIR./DEAN, GRADUATE PROGRAMS	179	12,000	22,216	24,500	28,000	38,000
38	DIR./DEAN, HOME ECONOMICS	43	18,000	19,594	19,700	25,000	30,300
39	DIR./DEAN, LAW	43	13,500	27,200	31,000	33,500	38,500
40	DIR./DEAN, MEDICINE	32	22,008	32,875	37,500	41,250	47,020
41	DIR./DEAN, MUSIC	80	10,900	17,078	20,993	24,229	34,848
42	DIR./DEAN, NURSING	108	8,880	15,420	19,079	23,950	33,800
43	DIR./DEAN, PHARMACY	39	19,925	24,800	27,500	30,000	35,500
44	DIR./DEAN, SOCIAL WORK	49	9,150	21,198	24,800	28,156	33,072
45	DIR./DEAN, TECHNOLOGY	77	9,784	16,500	21,200	24,893	30,588
46	DIR./DEAN, VOCATIONAL EDUC.	112	10,364	15,000	18,000	21,364	33,600

TABLE 6: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 29 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	POSITION	NO. INSTS RPTG	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	27	21,750	27,000	32,000	40,500	44,500
2	CHIEF ACADEMIC OFFICER	24	18,000	22,300	26,750	29,000	50,000
3	REGISTRAR	28	8,300	11,950	13,900	16,450	23,000
4	DIRECTOR OF ADMISSIONS	18	9,600	12,000	15,050	18,400	20,123
5	HEAD LIBRARIAN	29	12,000	15,000	17,100	22,325	26,700
6	DIRECTOR, COMPUTER CENTER	23	6,600	13,200	14,800	19,514	24,400
8	CHIEF BUSINESS OFFICER	29	14,198	17,925	24,000	28,075	37,000
9	PURCHASING AGENT	21	9,000	11,328	13,600	15,400	19,400
10	DIRECTOR, PERSONNEL SERVICES	21	9,000	11,470	14,000	17,429	21,600
11	DIRECTOR, PHYSICAL PLANT	28	9,474	12,618	14,750	18,858	24,000
12	DIRECTOR, FOOD SERVICES	13	8,580	11,150	12,800	15,185	23,300
13	COMPTROLLER	28	10,000	13,992	15,975	18,950	25,131
14	DIRECTOR, STUDENT HOUSING	15	7,500	10,920	13,000	15,597	22,020
15	MANAGER, BOOKSTORE	21	5,145	7,336	9,800	12,756	14,000
17	CHIEF DEVELOPMENT OFFICER	16	12,948	16,950	19,500	20,750	24,999
18	CHIEF PUBLIC RELATIONS OFFICER	16	7,848	13,400	16,900	17,500	22,702
19	DIRECTOR, INFORMATION OFFICE	12	6,000	8,433	12,296	14,450	17,500
20	CHIEF STUDENT LIFE OFFICER	14	13,000	15,819	18,199	20,780	23,888
21	DIRECTOR, STUDENT UNION	15	9,020	8,400	13,400	14,000	18,099
22	DIRECTOR, STUDENT PLACEMENT	10	5,796	9,000	11,600	14,727	16,860
23	DEAN OF MEN	12	10,500	12,500	13,252	15,750	24,000
24	DEAN OF WOMEN	11	9,937	10,734	11,900	12,915	14,100
25	DIR.,STUDENT FINANCIAL AID	22	6,000	9,852	11,981	13,200	15,000
26	DIRECTOR, STUDENT COUNSELING	10	8,000	10,900	14,529	16,044	17,400
27	DIRECTOR, ATHLETICS	18	6,000	13,200	16,650	17,650	23,900
30	DIR./DEAN, ARTS & SCIENCES	19	17,987	19,600	22,279	28,758	30,500
31	DIR./DEAN, BUSINESS	11	15,600	19,822	21,800	23,500	26,700
33	DIR./DEAN, EDUCATION	10	17,068	19,900	21,300	22,000	35,000
37	DIR./DEAN, GRADUATE PROGRAMS	19	16,250	20,533	25,150	30,500	37,700
42	DIR./DEAN, NURSING	12	13,500	19,484	21,608	24,790	29,671

TABLE 7: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 44 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

	POSITION	NO. INSTS RPTG	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	44	26,500	29,920	33,000	35,000	42,000
2	CHIEF ACADEMIC OFFICER	43	23,000	25,008	27,900	31,000	35,000
3	REGISTRAR	42	10,500	13,920	16,250	19,000	25,200
4	DIRECTOR OF ADMISSIONS	34	11,500	13,440	15,500	18,000	21,780
5	HEAD LIBRARIAN	43	13,500	17,184	19,090	21,400	24,950
6	DIRECTOR, COMPUTER CENTER	40	11,384	15,082	17,862	19,242	23,280
8	CHIEF BUSINESS OFFICER	43	16,500	20,600	24,300	26,900	33,600
9	PURCHASING AGENT	41	8,112	11,358	13,092	14,150	20,100
10	DIRECTOR, PERSONNEL SERVICES	35	7,500	11,880	13,900	15,540	22,050
11	DIRECTOR, PHYSICAL PLANT	42	11,880	14,928	17,020	19,110	24,900
12	DIRECTOR, FOOD SERVICES	34	9,100	12,334	13,902	16,550	21,940
13	COMPTROLLER	36	11,388	15,482	16,925	19,738	27,300
14	DIRECTOR, STUDENT HOUSING	34	8,000	11,499	12,667	15,050	21,600
15	MANAGER, BOOKSTORE	35	7,884	10,920	12,900	14,300	16,275
17	CHIEF DEVELOPMENT OFFICER	29	11,800	15,636	19,574	22,050	31,500
18	CHIEF PUBLIC RELATIONS OFFICER	33	10,750	14,000	16,200	20,000	33,600
19	DIRECTOR, INFORMATION OFFICE	29	8,520	12,047	15,096	16,800	20,310
20	CHIEF STUDENT LIFE OFFICER	39	16,019	19,388	22,000	24,500	28,212
21	DIRECTOR, STUDENT UNION	40	6,552	12,650	13,910	14,870	21,600
22	DIRECTOR, STUDENT PLACEMENT	39	7,500	12,000	13,788	16,300	22,360
23	DEAN OF MEN	38	11,000	14,500	15,310	17,541	24,360
24	DEAN OF WOMEN	34	6,384	13,000	14,509	16,080	19,920
25	DIR.,STUDENT FINANCIAL AID	40	8,500	11,724	12,807	14,027	18,000
26	DIRECTOR, STUDENT COUNSELING	35	9,700	14,630	15,836	17,500	20,948
27	DIRECTOR, ATHLETICS	41	14,700	17,788	19,000	20,120	26,000
29	DIR./DEAN, AGRICULTURE	11	21,200	23,000	24,200	25,940	29,000
30	DIR./DEAN, ARTS & SCIENCES	41	19,725	23,150	28,000	26,625	33,840
31	DIR./DEAN, BUSINESS	36	17,164	22,700	24,900	26,250	31,500
33	DIR./DEAN, EDUCATION	41	18,000	22,680	25,000	26,085	30,000
34	DIR./DEAN, ENGINEERING	17	13,700	24,725	26,808	28,822	38,000
35	DIR./DEAN, EXTENSION	21	13,920	18,180	21,000	24,950	28,000
36	DIR./DEAN, FINE ARTS	15	18,900	21,600	24,500	26,500	28,350
37	DIR./DEAN, GRADUATE PROGRAMS	34	19,875	21,960	24,025	26,000	34,125
42	DIR./DEAN, NURSING	17	14,935	16,968	19,720	22,270	26,250

TABLE 8: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 78 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1971-72

	Position	No. Insts Rptg	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	77	26,500	38,000	39,500	41,494	59,000
2	CHIEF ACADEMIC OFFICER	77	23,000	29,250	32,500	35,000	49,700
3	REGISTRAR	74	12,350	16,000	18,700	21,000	28,268
4	DIRECTOR OF ADMISSIONS	62	10,992	14,400	17,550	21,500	30,000
5	HEAD LIBRARIAN	77	17,600	20,935	24,500	26,748	36,000
6	DIRECTOR, COMPUTER CENTER	79	12,330	18,500	22,247	25,000	35,000
7	DIRECTOR, COMMUNITY SERVICES	32	10,500	17,429	21,987	27,584	31,600
8	CHIEF BUSINESS OFFICER	78	17,839	26,500	30,375	32,500	51,600
9	PURCHASING AGENT	79	8,848	13,500	15,500	18,720	27,000
10	DIRECTOR, PERSONNEL SERVICES	74	9,464	14,436	17,500	**,208	26,983
11	DIRECTOR, PHYSICAL PLANT	76	12,075	17,500	19,817	23,108	33,928
12	DIRECTOR, FOOD SERVICES	61	10,500	14,478	16,970	18,584	28,340
13	COMPTROLLER	68	12,033	17,938	20,580	23,000	32,759
14	DIRECTOR, STUDENT HOUSING	69	5,000	13,837	16,840	20,445	34,000
15	MANAGER, BOOKSTORE	63	8,532	12,524	13,900	15,652	20,002
16	STAFF LEGAL COUNSEL	32	13,680	18,000	23,000	25,740	34,000
17	CHIEF DEVELOPMENT OFFICER	58	14,364	18,000	23,000	28,387	37,000
18	CHIEF PUBLIC RELATIONS OFFICER	60	7,750	17,250	21,020	24,980	40,000
19	DIRECTOR, INFORMATION OFFICE	69	9,680	13,300	16,100	19,775	25,173
20	CHIEF STUDENT LIFE OFFICER	69	13,500	22,750	26,000	28,488	35,000
21	DIRECTOR, STUDENT UNION	72	8,300	14,395	16,032	19,269	24,500
22	DIRECTOR, STUDENT PLACEMENT	70	8,900	14,000	16,100	18,125	29,996
23	DEAN OF MEN	62	11,990	14,600	16,512	20,100	26,000
24	DEAN OF WOMEN	65	10,500	13,881	16,200	17,550	25,664
25	DIR.,STUDENT FINANCIAL AID	74	8,700	12,663	14,910	16,810	23,912
26	DIRECTOR, STUDENT COUNSELING	65	10,667	16,674	19,539	21,500	31,000
27	DIRECTOR, ATHLETICS	76	12,150	20,858	23,991	26,334	40,000
28	DIR./DEAN, ARCHITECTURE	25	20,644	24,200	25,600	27,700	34,688
29	DIR./DEAN, AGRICULTURE	31	20,251	25,014	27,318	31,274	36,000
30	DIR./DEAN, ARTS & SCIENCES	71	20,000	26,800	29,500	31,000	41,000
31	DIR./DEAN, BUSINESS	75	20,447	24,125	28,000	31,000	38,000
32	DIR./DEAN, DENTISTRY	16	26,160	30,196	34,205	36,293	38,500
33	DIR./DEAN, EDUCATION	74	16,995	24,125	28,350	30,540	40,000
34	DIR./DEAN, ENGINEERING	61	20,000	28,000	30,500	33,504	42,360
35	DIR./DEAN, EXTENSION	47	10,533	21,100	25,000	26,914	35,500
36	DIR./DEAN, FINE ARTS	50	20,580	25,000	27,300	29,303	32,000
37	DIR./DEAN, GRADUATE PROGRAMS	68	13,782	24,205	26,000	31,201	38,000
38	DIR./DEAN, HOME ECONOMICS	28	11,400	19,179	24,710	26,104	30,300
39	DIR./DEAN, LAW	39	21,334	29,494	31,500	34,488	38,500
40	DIR./DEAN, MEDICINE	21	30,000	34,015	38,004	42,900	47,020
41	DIR./DEAN, MUSIC	38	19,918	20,936	23,341	27,458	34,848
42	DIR./DEAN, NURSING	39	19,840	22,000	24,500	26,900	30,124
43	DIR./DEAN, PHARMACY	27	22,180	25,500	29,000	31,000	36,500
44	DIR./DEAN, SOCIAL WORK	25	21,200	25,250	27,900	29,750	33,872
45	DIR./DEAN, TECHNOLOGY	17	13,000	23,650	25,000	27,150	30,588
46	DIR./DEAN, VOCATIONAL EDUC.	11	14,500	19,000	23,900	27,360	29,024

TABLE 9: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 66 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	Position	No. Insts Rptg	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	64	12,975	25,988	27,000	29,500	39,275
2	CHIEF ACADEMIC OFFICER	62	12,975	25,194	22,750	24,188	35,275
3	REGISTRAR	49	6,672	12,329	14,570	16,625	25,500
4	DIRECTOR OF ADMISSIONS	41	9,820	11,761	14,279	16,802	24,817
5	HEAD LIBRARIAN	65	7,260	14,217	15,000	16,675	30,025
6	DIRECTOR, COMPUTER CENTER	39	7,300	10,400	12,900	14,219	24,817
7	DIRECTOR, COMMUNITY SERVICES	12	11,765	14,005	17,295	19,355	24,817
8	CHIEF BUSINESS OFFICER	63	9,100	14,100	17,160	19,800	30,025
9	PURCHASING AGENT	41	5,004	8,790	10,000	11,182	20,000
10	DIRECTOR, PERSONNEL SERVICES	19	9,168	10,032	10,954	13,911	24,992
11	DIRECTOR, PHYSICAL PLANT	55	6,600	10,992	12,650	14,188	23,500
12	DIRECTOR, FOOD SERVICES	29	5,472	9,970	10,900	13,100	14,750
13	COMPTROLLER	53	6,500	13,261	14,200	16,989	19,750
14	DIRECTOR, STUDENT HOUSING	27	6,500	9,000	11,000	13,200	21,585
15	MANAGER, BOOKSTORE	44	5,125	7,275	8,775	9,804	12,000
17	CHIEF DEVELOPMENT OFFICER	31	4,820	14,500	17,000	20,740	25,219
18	CHIEF PUBLIC RELATIONS OFFICER	34	8,500	10,677	12,900	15,533	23,800
19	DIRECTOR, INFORMATION OFFICE	34	5,600	7,639	10,710	12,089	25,500
20	CHIEF STUDENT LIFE OFFICER	45	9,840	15,500	17,440	19,740	20,500
21	DIRECTOR, STUDENT UNION	33	4,500	9,637	11,892	13,994	19,648
22	DIRECTOR, STUDENT PLACEMENT	39	7,200	10,100	13,974	16,000	24,817
23	DEAN OF MEN	38	7,300	12,479	14,950	16,329	23,724
24	DEAN OF WOMEN	40	7,450	11,842	13,500	15,343	20,494
25	DIR.,STUDENT FINANCIAL AID	35	5,000	10,032	11,948	13,294	22,881
26	DIRECTOR, STUDENT COUNSELING	35	9,000	12,900	15,205	18,360	32,000
27	DIRECTOR, ATHLETICS	49	6,700	13,850	16,210	18,174	23,190
30	DIR./DEAN, ARTS & SCIENCES	17	14,800	20,500	22,650	23,673	24,817
31	DIR./DEAN, BUSINESS	23	10,200	15,800	20,100	22,650	24,817
33	DIR./DEAN, EDUCATION	36	13,900	18,925	21,171	22,964	26,013
36	DIR./DEAN, FINE ARTS	11	13,900	14,500	20,131	20,500	23,409
37	DIR./DEAN, GRADUATE PROGRAMS	23	12,000	18,500	21,407	23,748	26,184
42	DIR./DEAN, NURSING	11	3,980	14,000	15,900	18,504	22,320

TABLE 10: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 30 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

	Position	No. Inds Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	30	24,600	29,013	30,720	33,900	37,500
2	CHIEF ACADEMIC OFFICER	28	22,500	24,194	26,096	28,473	31,119
3	REGISTRAR	30	11,240	13,491	15,961	17,108	21,116
4	DIRECTOR OF ADMISSIONS	29	10,500	13,792	16,150	19,083	24,817
5	HEAD LIBRARIAN	30	11,050	15,600	19,923	20,684	25,690
6	DIRECTOR, COMPUTER CENTER	30	12,000	15,200	17,869	18,858	23,375
8	CHIEF BUSINESS OFFICER	29	15,387	19,177	22,500	24,486	29,714
9	PURCHASING AGENT	24	8,680	10,416	11,395	13,350	16,360
10	DIRECTOR, PERSONNEL SERVICES	28	9,954	11,969	14,000	15,175	21,900
11	DIRECTOR, PHYSICAL PLANT	30	11,900	14,617	16,315	17,792	24,250
12	DIRECTOR, FOOD SERVICES	11	8,500	11,500	15,200	19,158	20,000
13	COMPTROLLER	19	13,533	14,500	16,244	18,566	23,900
14	DIRECTOR, STUDENT HOUSING	23	6,500	11,617	12,525	15,000	20,160
15	MANAGER, BOOKSTORE	18	6,000	9,000	10,950	12,121	16,200
17	CHIEF DEVELOPMENT OFFICER	17	11,500	15,720	20,006	22,382	28,000
18	CHIEF PUBLIC RELATIONS OFFICER	22	9,600	14,250	16,156	18,600	22,380
19	DIRECTOR, INFORMATION OFFICE	12	10,989	11,655	13,812	14,939	22,155
20	CHIEF STUDENT LIFE OFFICER	24	9,500	14,000	22,265	23,500	25,666
21	DIRECTOR, STUDENT UNION	25	9,996	12,221	13,750	14,926	18,309
22	DIRECTOR, STUDENT PLACEMENT	30	11,340	13,744	14,802	16,246	24,893
23	DEAN OF MEN	18	11,990	13,979	14,829	15,708	19,643
24	DEAN OF WOMEN	20	10,500	13,088	15,376	16,939	20,642
25	DIR.,STUDENT FINANCIAL AID	28	8,263	11,950	13,773	15,080	19,643
26	DIRECTOR, STUDENT COUNSELING	29	10,900	14,138	17,900	19,787	22,180
27	DIRECTOR, ATHLETICS	29	12,380	16,188	18,373	19,948	23,279
30	DIR./DEAN, ARTS & SCIENCES	29	20,500	22,370	23,582	24,501	28,500
31	DIR./DEAN, BUSINESS	12	18,920	21,353	22,370	25,029	28,900
33	DIR./DEAN, EDUCATION	23	20,089	21,500	23,280	24,817	27,925
37	DIR./DEAN, GRADUATE PROGRAMS	26	20,089	21,394	23,329	24,999	27,784

TABLE 11: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 163 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	Position	No. Inds Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	143	13,000	20,500	24,000	28,000	36,000
2	CHIEF ACADEMIC OFFICER	151	10,509	17,000	19,900	21,474	26,236
3	REGISTRAR	130	8,280	11,500	13,350	15,500	23,129
4	DIRECTOR OF ADMISSIONS	69	6,700	12,390	14,178	16,071	24,200
5	HEAD LIBRARIAN	157	6,500	11,820	13,569	15,484	24,774
6	DIRECTOR, COMPUTER CENTER	45	5,900	11,900	14,000	16,310	27,030
7	DIRECTOR, COMMUNITY SERVICES	57	6,183	12,000	14,134	17,000	21,267
8	CHIEF BUSINESS OFFICER	146	6,175	13,500	16,000	19,188	25,634
9	PURCHASING AGENT	33	5,400	9,475	11,400	14,000	17,700
10	DIRECTOR, PERSONNEL SERVICES	40	5,785	12,000	13,425	16,025	19,791
11	DIRECTOR, PHYSICAL PLANT	89	5,137	9,220	11,084	14,000	22,000
12	DIRECTOR, FOOD SERVICES	22	3,900	6,000	8,448	11,127	17,500
13	COMPTROLLER	94	5,931	10,000	12,372	14,000	18,877
14	DIRECTOR, STUDENT HOUSING	15	7,284	9,778	12,000	14,400	16,769
15	MANAGER, BOOKSTORE	82	2,760	5,400	6,998	8,500	14,000
17	CHIEF DEVELOPMENT OFFICER	22	10,550	13,068	14,862	17,000	20,089
18	CHIEF PUBLIC RELATIONS OFFICER	54	6,961	10,928	13,949	15,900	24,200
19	DIRECTOR, INFORMATION OFFICE	27	9,500	10,000	11,374	14,500	17,300
20	CHIEF STUDENT LIFE OFFICER	99	7,254	10,314	14,954	19,807	23,998
21	DIRECTOR, STUDENT UNION	38	4,981	9,480	11,302	12,912	18,384
22	DIRECTOR, STUDENT PLACEMENT	35	9,025	11,391	12,500	14,112	16,820
23	DEAN OF MEN	17	6,509	11,700	14,200	16,950	21,079
24	DEAN OF WOMEN	12	7,400	9,777	12,720	13,995	23,998
25	DIR.,STUDENT FINANCIAL AID	80	5,668	10,358	12,286	14,719	18,565
26	DIRECTOR, STUDENT COUNSELING	78	8,500	12,300	14,071	15,995	21,208
27	DIRECTOR, ATHLETICS	65	8,880	12,311	13,709	15,937	20,536
30	DIR./DEAN, ARTS & SCIENCES	32	11,150	15,320	16,898	19,599	24,800
31	DIR./DEAN, BUSINESS	28	10,450	13,081	15,448	17,443	21,902
34	DIR./DEAN, ENGINEERING	13	11,200	13,362	15,148	17,543	20,000
35	DIR./DEAN, EXTENSION	22	10,980	12,728	15,979	18,268	22,162
36	DIR./DEAN, FINE ARTS	12	10,980	12,851	14,930	18,455	20,000
42	DIR./DEAN, NURSING	24	9,648	12,440	14,481	16,000	22,484
45	DIR./DEAN, TECHNOLOGY	20	9,786	14,644	15,780	19,013	22,154
46	DIR./DEAN, VOCATIONAL EDUC.	58	10,364	13,780	16,117	19,300	22,629

TABLE 12: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 47 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	47	20,670	28,600	30,904	32,500	44,500
2	CHIEF ACADEMIC OFFICER	45	16,530	22,077	24,059	25,615	38,000
3	REGISTRAR	42	7,080	14,800	17,962	20,000	24,320
4	DIRECTOR OF ADMISSIONS	27	10,100	14,290	16,600	19,433	23,955
5	HEAD LIBRARIAN	43	12,349	16,460	17,819	19,678	24,302
6	DIRECTOR, COMPUTER CENTER	33	10,317	15,550	17,000	19,969	24,000
7	DIRECTOR, COMMUNITY SERVICES	27	13,200	15,780	19,987	22,194	24,893
8	CHIEF BUSINESS OFFICER	45	14,900	20,241	21,700	25,150	28,000
9	PURCHASING AGENT	30	6,972	11,178	13,250	14,145	22,718
10	DIRECTOR, PERSONNEL SERVICES	24	10,080	13,120	15,648	19,962	23,000
11	DIRECTOR, PHYSICAL PLANT	39	9,880	12,648	14,925	16,980	24,899
12	DIRECTOR, FOOD SERVICES	19	9,021	12,144	14,026	17,057	21,339
13	COMPTROLLER	30	7,932	15,277	17,181	19,000	21,891
15	MANAGER, BOOKSTORE	33	4,764	9,632	11,276	13,300	16,850
17	CHIEF DEVELOPMENT OFFICER	19	14,862	15,677	17,918	19,675	27,704
18	CHIEF PUBLIC RELATIONS OFFICER	16	7,752	13,155	15,090	17,161	18,800
19	DIRECTOR, INFORMATION OFFICE	20	10,230	13,795	15,036	16,670	24,000
20	CHIEF STUDENT LIFE OFFICER	34	13,733	19,496	22,816	23,797	27,800
21	DIRECTOR, STUDENT UNION	25	9,100	12,930	14,568	17,708	23,578
22	DIRECTOR, STUDENT PLACEMENT	22	8,880	12,789	14,002	16,000	17,330
25	DIR.,STUDENT FINANCIAL AID	38	9,048	11,580	13,974	16,148	23,955
26	DIRECTOR, STUDENT COUNSELING	39	11,994	15,440	17,749	19,500	25,242
27	DIRECTOR, ATHLETICS	32	12,072	14,688	16,454	19,865	25,714
30	DIR./DEAN, ARTS & SCIENCES	19	14,860	18,601	21,025	21,813	24,372
31	DIR./DEAN, BUSINESS	16	14,382	17,248	17,947	21,888	24,893
35	DIR./DEAN, EXTENSION	11	11,207	14,444	18,700	20,992	25,096
42	DIR./DEAN, NURSING	11	12,562	15,050	16,333	18,118	22,800
45	DIR./DEAN, TECHNOLOGY	11	16,320	18,480	20,515	23,100	24,893
46	DIR./DEAN, VOCATIONAL EDUC.	22	12,480	18,000	20,746	22,582	24,688

TABLE 13: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 15 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	15	27,812	29,000	33,000	35,500	40,454
2	CHIEF ACADEMIC OFFICER	13	19,300	23,434	25,980	29,291	31,116
3	REGISTRAR	12	14,159	17,848	21,476	23,572	27,504
4	DIRECTOR OF ADMISSIONS	10	14,500	16,100	20,172	22,922	26,220
5	HEAD LIBRARIAN	15	14,500	18,442	20,774	24,122	26,820
6	DIRECTOR, COMPUTER CENTER	13	13,248	15,650	18,936	21,531	24,989
7	DIRECTOR, COMMUNITY SERVICES	14	13,332	14,956	20,682	24,398	25,944
8	CHIEF BUSINESS OFFICER	15	14,200	20,800	22,782	27,217	31,836
10	DIRECTOR, PERSONNEL SERVICES	11	10,715	14,600	20,000	25,179	27,776
11	DIRECTOR, PHYSICAL PLANT	10	11,980	15,396	15,980	17,868	27,383
15	MANAGER, BOOKSTORE	12	10,140	11,508	12,776	13,302	16,240
20	CHIEF STUDENT LIFE OFFICER	10	14,980	18,385	20,878	24,742	31,092
25	DIR.,STUDENT FINANCIAL AID	12	6,999	13,214	16,472	20,961	21,918
26	DIRECTOR, STUDENT COUNSELING	12	15,235	18,282	21,764	22,783	25,764

TABLE 14: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 474 PRIVATE INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	416	8,976	21,000	27,006	33,000	48,000
2	CHIEF ACADEMIC OFFICER	417	7,748	14,316	20,000	24,500	50,000
3	REGISTRAR	417	4,500	9,900	11,900	14,000	28,412
4	DIRECTOR OF ADMISSIONS	343	4,100	11,000	13,300	15,500	24,834
5	HEAD LIBRARIAN	433	3,960	10,500	12,749	15,900	35,000
6	DIRECTOR, COMPUTER CENTER	183	2,400	11,000	13,600	17,688	52,000
7	DIRECTOR, COMMUNITY SERVICES	40	4,000	10,200	13,100	15,475	24,800
8	CHIEF BUSINESS OFFICER	437	5,000	14,000	18,000	23,000	48,000
9	PURCHASING AGENT	168	5,000	9,500	11,716	14,225	26,700
10	DIRECTOR, PERSONNEL SERVICES	158	4,229	10,500	13,000	16,600	28,500
11	DIRECTOR, PHYSICAL PLANT	379	5,100	9,684	12,250	15,000	30,000
12	DIRECTOR, FOOD SERVICES	164	4,000	8,450	11,966	14,200	26,000
13	COMPTROLLER	267	5,400	11,500	14,000	17,500	28,204
14	DIRECTOR, STUDENT HOUSING	141	4,000	8,300	10,500	13,000	21,848
15	MANAGER, BOOKSTORE	315	3,400	6,000	8,000	10,087	20,050
16	STAFF LEGAL COUNSEL	91	8,000	14,125	20,000	26,000	36,000
17	CHIEF DEVELOPMENT OFFICER	384	6,000	14,400	18,000	22,000	48,000
18	CHIEF PUBLIC RELATIONS OFFICER	288	4,000	10,000	12,600	16,000	34,000
19	DIRECTOR, INFORMATION OFFICE	138	3,000	8,600	10,800	13,027	25,300
20	CHIEF STUDENT LIFE OFFICER	371	6,945	12,000	15,000	18,400	35,000
21	DIRECTOR, STUDENT UNION	143	3,200	8,500	11,000	12,850	24,300
22	DIRECTOR, STUDENT PLACEMENT	186	3,250	9,244	11,100	13,200	24,000
23	DEAN OF MEN	174	5,400	10,000	12,500	15,000	32,500
24	DEAN OF WOMEN	199	4,100	8,900	10,700	13,100	21,000
25	DIR.,STUDENT FINANCIAL AID	320	3,250	8,987	10,500	12,000	22,684
26	DIRECTOR, STUDENT COUNSELING	195	4,980	10,500	13,100	15,750	23,000
27	DIRECTOR, ATHLETICS	268	4,000	12,000	14,305	16,975	35,000
28	DIR./DEAN, ARCHITECTURE	31	17,000	19,000	21,500	27,000	31,500
29	DIR./DEAN, ARTS & SCIENCES	82	9,148	18,480	23,000	27,500	39,000
30	DIR./DEAN, BUSINESS	72	8,483	17,025	23,250	30,000	51,000
31	DIR./DEAN, DENTISTRY	11	30,000	33,000	35,000	35,500	40,000
32	DIR./DEAN, EDUCATION	54	9,600	14,748	20,750	24,500	40,000
33	DIR./DEAN, ENGINEERING	43	10,680	21,200	25,000	31,500	42,348
34	DIR./DEAN, EXTENSION	30	8,000	14,500	19,988	23,648	32,000
35	DIR./DEAN, FINE ARTS	30	9,150	12,200	17,750	22,000	32,500
36	DIR./DEAN, GRADUATE PROGRAMS	80	8,820	16,250	20,668	24,850	36,500
37	DIR./DEAN, LAW	61	19,200	27,250	31,000	34,250	38,000
38	DIR./DEAN, MEDICINE	17	25,000	37,200	40,100	47,000	55,000
39	DIR./DEAN, MUSIC	32	7,800	10,440	15,750	18,320	23,800
40	DIR./DEAN, NURSING	39	6,528	13,400	18,000	21,500	36,000
41	DIR./DEAN, SOCIAL WORK	17	10,200	14,017	22,440	27,362	37,000

TABLE 15: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 49 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	46	18,000	27,500	32,750	38,325	55,750
2	CHIEF ACADEMIC OFFICER	41	15,600	20,000	24,000	28,250	43,000
3	REGISTRAR	49	7,200	11,380	13,000	15,050	22,100
4	DIRECTOR OF ADMISSIONS	45	6,040	13,000	14,000	15,950	23,000
5	HEAD LIBRARIAN	48	7,000	12,717	15,700	18,000	29,000
6	DIRECTOR, COMPUTER CENTER	30	9,800	12,600	13,660	18,300	30,000
8	CHIEF BUSINESS OFFICER	49	12,600	18,000	23,000	26,600	42,000
9	PURCHASING AGENT	28	7,000	9,435	12,050	14,730	19,000
10	DIRECTOR, PERSONNEL SERVICES	39	6,000	10,238	12,000	15,800	25,000
11	DIRECTOR, PHYSICAL PLANT	46	8,500	11,350	13,900	16,000	27,000
12	DIRECTOR, FOOD SERVICES	18	6,890	9,900	12,050	15,500	20,300
13	COMPTROLLER	40	9,450	12,800	15,100	18,870	28,000
14	DIRECTOR, STUDENT HOUSING	17	5,700	9,000	12,200	14,750	20,000
15	MANAGER, BOOKSTORE	39	5,040	7,821	9,000	11,000	17,700
17	CHIEF DEVELOPMENT OFFICER	44	13,000	19,750	22,000	29,125	43,500
18	CHIEF PUBLIC RELATIONS OFFICER	30	8,500	12,600	16,050	18,500	26,500
19	DIRECTOR, INFORMATION OFFICE	26	7,800	10,294	11,250	12,000	17,000
20	CHIEF STUDENT LIFE OFFICER	44	8,500	14,300	17,750	21,050	35,000
21	DIRECTOR, STUDENT UNION	29	6,700	9,129	11,275	12,750	22,000
22	DIRECTOR, STUDENT PLACEMENT	31	6,120	9,270	11,000	12,600	26,000
23	DEAN OF MEN	28	8,600	12,600	14,900	16,000	32,500
24	DEAN OF WOMEN	28	7,500	10,000	11,850	13,900	16,950
25	DIR.,STUDENT FINANCIAL AID	41	6,600	9,100	10,600	12,200	18,500
26	DIRECTOR, STUDENT COUNSELING	26	8,700	12,275	14,100	15,800	18,900
27	DIRECTOR, ATHLETICS	39	7,200	13,450	16,000	18,500	35,000
30	DIR./DEAN, ARTS & SCIENCES	26	13,824	19,200	20,750	23,500	35,000
31	DIR./DEAN, BUSINESS	15	12,000	15,000	20,900	27,500	42,000
33	DIR./DEAN, EDUCATION	18	11,028	14,600	17,212	19,150	21,841
39	DIR./DEAN, ENGINEERING	12	17,800	19,950	21,400	31,250	34,000
37	DIR./DEAN, GRADUATE PROGRAMS	24	12,500	17,750	20,000	23,750	33,000
39	DIR./DEAN, LAW	12	19,200	24,750	27,750	30,500	31,500

TABLE 16: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 19 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	12	30,000	34,693	41,000	50,000	56,000
2 CHIEF ACADEMIC OFFICER	15	24,260	28,000	30,000	33,000	50,000
3 REGISTRAR	19	13,000	14,207	16,000	16,800	19,700
4 DIRECTOR OF ADMISSIONS	18	13,000	14,500	18,250	22,000	24,000
5 HEAD LIBRARIAN	17	14,500	17,425	20,200	24,097	31,000
6 DIRECTOR, COMPUTER CENTER	18	15,000	18,400	20,940	24,022	30,250
8 CHIEF BUSINESS OFFICER	18	13,500	27,084	30,000	32,000	40,000
9 PURCHASING AGENT	18	9,500	12,500	14,350	15,000	18,000
10 DIRECTOR, PERSONNEL SERVICES	15	10,850	13,000	14,208	17,700	21,500
11 DIRECTOR, PHYSICAL PLANT	19	13,360	14,000	17,319	18,000	27,300
13 COMPTROLLER	14	14,500	17,450	20,000	20,500	27,250
14 DIRECTOR, STUDENT HOUSING	15	7,500	10,400	13,000	14,400	14,600
15 MANAGER, BOOKSTORE	14	10,500	11,000	12,720	13,250	15,500
17 CHIEF DEVELOPMENT OFFICER	19	14,000	21,500	25,000	29,000	38,725
18 CHIEF PUBLIC RELATIONS OFFICER	13	10,000	14,125	17,500	29,875	32,600
19 DIRECTOR, INFORMATION OFFICE	14	11,400	12,994	15,500	16,794	22,000
20 CHIEF STUDENT LIFE OFFICER	17	14,500	21,000	24,000	26,750	30,000
21 DIRECTOR, STUDENT UNION	11	9,700	11,500	15,000	16,324	18,000
22 DIRECTOR, STUDENT PLACEMENT	15	9,000	11,400	12,350	15,800	20,000
25 DIR.,STUDENT FINANCIAL AID	18	10,000	11,400	12,478	14,500	19,750
26 DIRECTOR, STUDENT COUNSELING	13	13,100	14,611	16,200	18,351	22,000
27 DIRECTOR, ATHLETICS	18	13,000	15,600	19,000	21,600	28,000
30 DIR./DEAN, ARTS & SCIENCES	17	19,367	24,093	26,760	29,000	33,500
31 DIR./DEAN, BUSINESS	16	22,060	24,937	27,100	30,500	33,500
33 DIR./DEAN, EDUCATION	12	21,500	24,142	24,375	27,300	29,200
34 DIR./DEAN, ENGINEERING	12	20,000	25,275	26,875	29,750	35,000
37 DIR./DEAN, GRADUATE PROGRAMS	14	19,700	23,000	23,684	27,400	32,300
39 DIR./DEAN, LAW	13	22,480	28,250	32,390	34,000	38,000

TABLE 17: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 15 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	12	32,840	39,250	44,000	49,250	60,000
2 CHIEF ACADEMIC OFFICER	15	27,600	31,325	35,000	42,500	44,000
3 REGISTRAR	15	13,640	14,200	18,250	21,500	22,500
4 DIRECTOR OF ADMISSIONS	15	15,048	14,200	19,000	20,000	23,500
5 HEAD LIBRARIAN	15	14,000	20,200	24,250	32,000	35,000
6 DIRECTOR, COMPUTER CENTER	14	15,000	18,650	21,750	25,000	32,000
8 CHIEF BUSINESS OFFICER	15	21,734	32,000	35,000	40,000	48,000
9 PURCHASING AGENT	15	11,250	13,500	16,900	20,000	24,700
10 DIRECTOR, PERSONNEL SERVICES	15	14,750	16,000	19,250	22,700	25,500
11 DIRECTOR, PHYSICAL PLANT	15	17,300	18,650	19,700	22,362	30,000
13 COMPTROLLER	14	19,500	21,000	23,900	27,000	28,204
14 DIRECTOR, STUDENT HOUSING	14	9,750	12,000	15,350	18,000	21,840
15 MANAGER, BOOKSTORE	14	11,500	13,000	14,900	16,500	20,050
17 CHIEF DEVELOPMENT OFFICER	15	21,000	24,000	33,000	36,750	48,000
18 CHIEF PUBLIC RELATIONS OFFICER	13	14,850	17,000	23,900	30,000	34,000
19 DIRECTOR, INFORMATION OFFICE	12	11,932	13,950	17,125	20,385	25,300
20 CHIEF STUDENT LIFE OFFICER	15	17,000	19,981	23,000	26,000	30,000
21 DIRECTOR, STUDENT UNION	13	7,200	11,249	12,700	15,750	29,300
22 DIRECTOR, STUDENT PLACEMENT	15	11,400	13,200	15,100	16,750	20,300
25 DIR.,STUDENT FINANCIAL AID	15	10,700	13,100	16,200	18,000	22,000
26 DIRECTOR, STUDENT COUNSELING	12	14,500	17,377	18,350	20,473	23,000
27 DIRECTOR, ATHLETICS	15	14,975	18,000	20,500	25,500	33,500
30 DIR./DEAN, ARTS & SCIENCES	15	24,500	24,000	28,100	35,000	39,000
31 DIR./DEAN, BUSINESS	14	20,000	28,330	30,500	34,000	51,000
33 DIR./DEAN, EDUCATION	11	14,400	25,000	30,000	33,500	40,000
37 DIR./DEAN, GRADUATE PROGRAMS	12	18,000	22,250	27,400	31,500	36,500
39 DIR./DEAN, LAW	14	24,000	30,250	34,250	36,000	38,000
42 DIR./DEAN, NURSING	10	8,400	17,000	21,500	25,000	35,000

TABLE 18: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 306 PRIVATE SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	Position	No. Indvs Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	295	8,976	21,000	26,000	31,500	50,000
2	CHIEF ACADEMIC OFFICER	293	7,748	16,475	19,744	23,350	45,000
3	REGISTRAR	291	5,250	9,500	11,500	13,500	25,612
4	DIRECTOR OF ADMISSIONS	263	5,100	10,900	13,000	15,000	26,834
5	HEAD LIBRARIAN	300	3,960	10,500	12,500	15,000	25,612
6	DIRECTOR, COMPUTER CENTER	119	2,600	10,000	12,000	15,000	24,000
7	DIRECTOR, COMMUNITY SERVICES	93	4,000	10,500	13,200	15,000	22,800
8	CHIEF BUSINESS OFFICER	304	6,800	13,800	17,500	21,000	40,000
9	PURCHASING AGENT	93	5,000	9,000	10,400	12,775	18,316
10	DIRECTOR, PERSONNEL SERVICES	73	4,229	9,550	11,700	14,900	24,600
11	DIRECTOR, PHYSICAL PLANT	265	5,629	9,367	11,432	14,500	23,591
12	DIRECTOR, FOOD SERVICES	108	4,200	8,502	11,595	13,675	25,000
13	COMPTROLLER	180	5,900	10,540	13,300	16,000	24,000
14	DIRECTOR, STUDENT HOUSING	87	4,000	8,000	9,600	11,800	19,700
15	MANAGER, BOOKSTORE	229	3,980	5,788	7,360	9,409	17,000
17	CHIEF DEVELOPMENT OFFICER	277	6,000	14,250	17,000	20,689	40,000
18	CHIEF PUBLIC RELATIONS OFFICER	207	5,000	9,500	12,000	14,700	23,700
19	DIRECTOR, INFORMATION OFFICE	125	3,758	8,296	10,040	12,225	18,500
20	CHIEF STUDENT LIFE OFFICER	213	6,945	12,000	14,570	17,250	24,500
21	DIRECTOR, STUDENT UNION	84	4,200	8,000	10,060	12,350	18,000
22	DIRECTOR, STUDENT PLACEMENT	119	3,250	9,000	10,414	12,600	17,700
23	DEAN OF MEN	137	4,800	9,800	12,000	14,300	21,500
24	DEAN OF WOMEN	138	4,100	8,500	10,192	12,400	21,000
25	DIR.,STUDENT FINANCIAL AID	228	3,250	9,510	10,000	11,710	22,684
26	DIRECTOR, STUDENT COUNSELING	129	4,900	9,900	12,000	14,950	22,183
27	DIRECTOR, ATHLETICS	148	4,000	11,719	13,525	15,250	25,013
30	DIR./DEAN, ARTS & SCIENCES	93	9,148	12,000	14,000	21,400	31,250
31	DIR./DEAN, BUSINESS	97	9,000	11,600	17,664	21,475	30,000
33	DIR./DEAN, EDUCATION	70	9,600	12,600	14,940	20,975	33,250
35	DIR./DEAN, EXTENSION	11	6,000	11,160	15,900	20,900	27,000
36	DIR./DEAN, FINE ARTS	13	9,150	11,432	12,400	17,250	21,525
37	DIR./DEAN, GRADUATE PROGRAMS	39	6,820	14,342	16,500	20,188	28,127
41	DIR./DEAN, MUSIC	15	6,000	9,000	11,000	15,000	23,800
42	DIR./DEAN, NURSING	10	9,800	12,345	13,950	15,000	20,000

TABLE 19: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 52 PRIVATE JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	Position	No. Indvs Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	42	9,500	15,876	20,000	25,500	34,000
2	CHIEF ACADEMIC OFFICER	42	8,400	12,800	15,125	18,000	24,000
3	REGISTRAR	42	6,500	7,679	9,950	11,700	15,750
4	DIRECTOR OF ADMISSIONS	41	6,500	9,250	10,930	13,500	18,000
5	HEAD LIBRARIAN	42	5,600	9,097	10,000	12,000	18,000
8	CHIEF BUSINESS OFFICER	48	5,000	10,780	13,125	16,000	24,200
11	DIRECTOR, PHYSICAL PLANT	33	5,100	7,815	10,200	12,775	15,500
12	DIRECTOR, FOOD SERVICES	23	4,000	6,200	8,000	10,290	15,200
13	COMPTROLLER	14	7,800	10,590	12,400	15,300	18,375
15	MANAGER, BOOKSTORE	23	3,600	4,928	6,000	7,255	9,500
17	CHIEF DEVELOPMENT OFFICER	30	6,000	10,320	13,150	15,000	22,500
18	CHIEF PUBLIC RELATIONS OFFICER	25	9,000	9,075	10,840	13,000	15,500
20	CHIEF STUDENT LIFE OFFICER	31	7,200	9,500	11,000	14,000	20,003
21	DIRECTOR, STUDENT UNION	10	3,200	5,000	7,869	11,900	13,200
23	DEAN OF MEN	19	3,600	6,000	9,475	10,500	15,000
24	DEAN OF WOMEN	19	5,679	9,145	12,000	12,000	16,500
25	DIR.,STUDENT FINANCIAL AID	17	4,000	8,552	10,200	11,045	13,300
26	DIRECTOR, STUDENT COUNSELING	15	6,500	7,580	10,620	11,520	19,000
27	DIRECTOR, ATHLETICS	17	5,000	9,092	10,600	12,872	14,533

TABLE 20: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 237 UNIVERSITIES, 1971-72

	Position	No. Indvs Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	218	16,000	31,500	34,000	40,000	60,000
2	CHIEF ACADEMIC OFFICER	215	15,600	25,900	27,500	33,500	50,000
3	REGISTRAR	239	7,200	13,445	16,400	19,000	28,268
4	DIRECTOR OF ADMISSIONS	192	6,040	13,612	14,360	19,175	30,000
5	HEAD LIBRARIAN	229	7,000	16,785	20,000	24,612	36,000
6	DIRECTOR, COMPUTER CENTER	199	8,600	15,750	17,000	23,280	35,000
7	DIRECTOR, COMMUNITY SERVICES	63	7,900	15,275	18,000	23,160	31,600
8	CHIEF BUSINESS OFFICER	252	12,600	22,992	24,904	31,350	51,600
9	PURCHASING AGENT	197	7,000	12,000	14,000	16,500	27,000
10	DIRECTOR, PERSONNEL SERVICES	189	6,000	12,600	15,000	18,950	26,953
11	DIRECTOR, PHYSICAL PLANT	238	8,500	14,964	18,000	20,420	33,920
12	DIRECTOR, FOOD SERVICES	193	6,890	12,800	15,276	18,375	28,340
13	COMPTROLLER	199	9,450	16,000	18,930	21,520	32,759
14	DIRECTOR, STUDENT HOUSING	161	9,000	12,000	14,400	17,273	34,000
15	MANAGER, BOOKSTORE	168	5,040	10,021	12,563	14,400	20,050
16	STAFF LEGAL COUNSEL	82	8,250	17,750	23,626	25,874	38,000
17	CHIEF DEVELOPMENT OFFICER	178	11,800	18,759	22,000	26,520	45,000
18	CHIEF PUBLIC RELATIONS OFFICER	165	7,750	15,948	18,500	23,200	40,000
19	DIRECTOR, INFORMATION OFFICE	149	4,680	11,818	14,021	17,150	28,300
20	CHIEF STUDENT LIFE OFFICER	190	8,500	19,000	22,500	26,000	35,000
21	DIRECTOR, STUDENT UNION	175	4,028	11,089	14,256	16,872	29,500
22	DIRECTOR, STUDENT PLACEMENT	148	5,120	11,899	14,125	16,992	29,494
23	DEAN OF MEN	128	8,400	13,696	15,893	17,520	32,500
24	DEAN OF WOMEN	132	6,364	12,150	14,000	16,218	28,666
25	DIR.,STUDENT FINANCIAL AID	212	5,700	11,000	12,943	15,225	23,912
26	DIRECTOR, STUDENT COUNSELING	160	8,000	14,788	16,954	19,427	31,000
27	DIRECTOR, ATHLETICS	207	6,000	17,000	19,700	23,100	40,000
28	DIR./DEAN, ARCHITECTURE	38	17,000	21,500	25,000	27,000	34,658
29	DIR./DEAN, AGRICULTURE	38	16,000	23,000	25,620	29,500	36,000
30	DIR./DEAN, ARTS & SCIENCES	184	13,824	23,008	26,500	30,000	41,000
31	DIR./DEAN, BUSINESS	147	12,000	23,500	26,700	30,384	51,000
32	DIR./DEAN, DENTISTRY	32	24,160	31,700	34,750	36,004	48,000
33	DIR./DEAN, EDUCATION	188	11,020	22,933	26,140	29,280	40,000
34	DIR./DEAN, ENGINEERING	109	13,700	25,100	28,400	32,450	42,300
35	DIR./DEAN, EXTENSION	98	10,533	19,500	23,395	26,100	35,500
36	DIR./DEAN, FINE ARTS	63	13,275	21,743	25,000	28,100	32,500
37	DIR./DEAN, GRADUATE PROGRAMS	190	12,500	22,500	25,994	29,160	38,000
38	DIR./DEAN, HOME ECONOMICS	42	11,400	19,600	23,872	25,575	35,000
39	DIR./DEAN, LAW	81	19,200	27,500	31,000	33,950	38,500
40	DIR./DEAN, MEDICINE	47	22,008	34,000	38,412	45,000	55,000
41	DIR./DEAN, MUSIC	43	10,380	18,320	21,100	24,850	34,848
42	DIR./DEAN, NURSING	49	8,400	19,000	22,000	25,000	35,000
43	DIR./DEAN, PHARMACY	46	19,428	24,000	26,250	30,000	35,500
44	DIR./DEAN, SOCIAL WORK	44	11,800	23,775	26,600	28,788	37,000
45	DIR./DEAN, TECHNOLOGY	33	13,000	20,702	25,000	27,162	50,000
46	DIR./DEAN, VOCATIONAL EDUC.	19	15,391	17,239	21,500	24,000	33,600

TABLE 21: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 443 SENIOR COLLEGES, 1971-72

	Position	No. Indvs Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	405	8,474	23,088	27,500	31,500	50,000
2	CHIEF ACADEMIC OFFICER	367	7,748	17,500	21,088	24,544	45,000
3	REGISTRAR	399	5,250	10,150	12,300	14,687	28,812
4	DIRECTOR OF ADMISSIONS	346	5,100	11,100	13,500	15,500	26,834
5	HEAD LIBRARIAN	409	5,760	11,174	13,700	16,212	30,907
6	DIRECTOR, COMPUTER CENTER	196	2,680	10,980	13,540	16,584	34,000
7	DIRECTOR, COMMUNITY SERVICES	46	4,000	12,100	14,980	18,225	25,550
8	CHIEF BUSINESS OFFICER	412	6,800	14,589	18,000	21,939	40,000
9	PURCHASING AGENT	171	5,000	9,360	10,710	12,900	20,000
10	DIRECTOR, PERSONNEL SERVICES	190	4,229	10,480	12,948	15,471	24,992
11	DIRECTOR, PHYSICAL PLANT	363	5,824	10,000	12,350	15,000	33,175
12	DIRECTOR, FOOD SERVICES	161	4,200	9,340	12,000	14,000	25,000
13	COMPTROLLER	244	5,460	11,500	14,000	16,830	24,000
14	DIRECTOR, STUDENT HOUSING	149	4,000	8,584	10,700	13,000	21,585
15	MANAGER, BOOKSTORE	245	3,900	6,100	8,000	10,000	19,044
17	CHIEF DEVELOPMENT OFFICER	333	4,520	14,388	17,000	21,000	40,000
18	CHIEF PUBLIC RELATIONS OFFICER	279	5,000	10,000	12,400	15,900	29,178
19	DIRECTOR, INFORMATION OFFICE	168	3,750	8,548	10,500	12,725	25,500
20	CHIEF STUDENT LIFE OFFICER	297	6,948	12,800	14,000	16,975	28,485
21	DIRECTOR, STUDENT UNION	181	4,200	9,275	11,500	13,500	30,907
22	DIRECTOR, STUDENT PLACEMENT	201	3,250	9,628	12,100	14,716	28,185
23	DEAN OF MEN	174	4,808	10,500	12,765	15,300	23,729
24	DEAN OF WOMEN	201	4,100	9,115	11,450	14,150	21,000
25	DIR.,STUDENT FINANCIAL AID	395	3,250	9,050	10,700	13,052	23,790
26	DIRECTOR, STUDENT COUNSELING	206	4,980	11,000	14,000	17,845	32,000
27	DIRECTOR, ATHLETICS	260	4,000	12,400	14,519	17,044	28,013
30	DIR./DEAN, ARTS & SCIENCES	78	9,148	20,300	22,575	25,842	33,800
31	DIR./DEAN, BUSINESS	67	9,000	17,000	21,142	23,966	38,000
33	DIR./DEAN, EDUCATION	92	9,600	18,925	22,000	25,698	39,908
34	DIR./DEAN, ENGINEERING	15	14,370	21,580	23,609	26,000	33,175
35	DIR./DEAN, EXTENSION	35	8,000	19,000	15,980	22,000	34,908
36	DIR./DEAN, FINE ARTS	41	9,150	19,000	20,222	21,512	33,908
37	DIR./DEAN, GRADUATE PROGRAMS	68	8,820	18,000	21,488	23,674	34,908
38	DIR./DEAN, HOME ECONOMICS	14	10,024	11,370	13,857	19,262	22,374
41	DIR./DEAN, MUSIC	30	8,000	10,918	15,585	19,224	24,949
42	DIR./DEAN, NURSING	30	6,880	13,500	15,950	19,154	33,800
44	DIR./DEAN, SOCIAL WORK	11	10,200	19,600	21,100	23,609	24,775
45	DIR./DEAN, TECHNOLOGY	14	14,500	17,250	21,100	22,990	25,998

TABLE 22: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 281 JUNIOR COLLEGES, 1971-72

	Position	No. Insts Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	277	9,500	20,435	25,000	30,000	44,500
2	CHIEF ACADEMIC OFFICER	261	8,900	16,800	19,800	22,930	31,116
3	REGISTRAR	226	4,500	10,850	13,684	16,225	27,504
4	DIRECTOR OF ADMISSIONS	142	6,500	11,000	14,040	16,500	26,220
5	HEAD LIBRARIAN	267	5,400	11,300	13,760	17,000	26,820
6	DIRECTOR, COMPUTER CENTER	117	5,900	12,925	15,480	18,249	27,030
7	DIRECTOR, COMMUNITY SERVICES	103	6,183	13,332	16,200	19,248	28,444
8	CHIEF BUSINESS OFFICER	254	5,000	13,600	17,000	20,724	31,836
9	PURCHASING AGENT	77	5,400	9,790	12,358	14,220	23,007
10	DIRECTOR, PERSONNEL SERVICES	80	5,785	12,194	14,754	17,969	27,776
11	DIRECTOR, PHYSICAL PLANT	144	5,100	9,900	12,009	15,000	27,383
12	DIRECTOR, FOOD SERVICES	66	3,900	7,350	9,872	13,500	23,209
13	COMPTROLLER	100	5,931	11,520	14,000	16,794	21,891
14	DIRECTOR, STUDENT HOUSING	93	4,000	9,500	10,750	13,708	16,749
15	MANAGER, BOOKSTORE	190	2,760	5,772	8,027	10,380	16,850
17	CHIEF DEVELOPMENT OFFICER	71	6,000	12,592	15,000	18,500	27,906
18	CHIEF PUBLIC RELATIONS OFFICER	102	9,000	10,758	13,425	15,800	24,200
19	DIRECTOR, INFORMATION OFFICE	62	3,000	10,299	12,880	15,060	24,204
20	CHIEF STUDENT LIFE OFFICER	179	7,200	13,700	16,978	20,370	31,092
21	DIRECTOR, STUDENT UNION	79	3,200	9,650	12,200	15,044	23,578
22	DIRECTOR, STUDENT PLACEMENT	71	6,000	11,270	13,000	15,457	25,764
23	DEAN OF MEN	65	3,600	9,975	15,000	19,738	27,032
24	DEAN OF WOMEN	61	5,670	9,660	12,600	17,287	26,820
25	DIR.,STUDENT FINANCIAL AID	147	5,648	10,500	13,000	15,706	23,456
26	DIRECTOR, STUDENT COUNSELING	149	6,500	12,587	15,180	18,000	25,764
27	DIRECTOR, ATHLETICS	113	5,000	12,285	14,500	16,931	25,764
30	DIR./DEAN, ARTS & SCIENCES	55	10,500	16,116	18,500	21,500	25,000
31	DIR./DEAN, BUSINESS	57	8,983	13,750	16,776	19,906	27,504
33	DIR./DEAN, EDUCATION	13	12,000	12,900	15,000	16,378	22,464
34	DIR./DEAN, ENGINEERING	25	10,600	13,827	15,449	18,650	23,158
35	DIR./DEAN, EXTENSION	37	9,780	12,664	14,200	19,587	25,096
36	DIR./DEAN, FINE ARTS	28	10,000	14,500	17,936	20,030	25,500
38	DIR./DEAN, HOME ECONOMICS	11	10,000	13,500	15,720	18,684	18,814
42	DIR./DEAN, NURSING	48	6,524	12,825	15,025	17,969	25,764
44	DIR./DEAN, SOCIAL WORK	11	9,150	14,350	17,592	21,300	23,841
45	DIR./DEAN, TECHNOLOGY	38	9,784	15,336	18,450	21,000	26,820
46	DIR./DEAN, VOCATIONAL EDUC.	48	10,364	14,208	17,992	20,460	26,820

TABLE 23: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 57 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $6,974,326, 1971-72

	Position	No. Insts Rptd	Range of Salaries Paid				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	51	18,000	25,000	29,500	33,000	45,000
2	CHIEF ACADEMIC OFFICER	46	15,600	21,500	25,000	25,500	35,000
3	REGISTRAR	47	7,200	11,300	13,000	15,050	22,100
4	DIRECTOR OF ADMISSIONS	48	4,040	12,095	13,750	15,050	20,000
5	HEAD LIBRARIAN	45	7,000	12,250	15,000	17,100	21,500
6	DIRECTOR, COMPUTER CENTER	33	8,600	11,500	13,000	15,487	23,200
8	CHIEF BUSINESS OFFICER	47	12,600	17,025	20,700	24,000	35,000
9	PURCHASING AGENT	39	7,000	10,000	11,850	14,539	19,000
10	DIRECTOR, PERSONNEL SERVICES	29	6,000	9,537	10,850	13,104	20,900
11	DIRECTOR, PHYSICAL PLANT	53	8,500	10,775	12,720	14,625	20,000
12	DIRECTOR, FOOD SERVICES	22	6,800	9,100	12,000	13,100	15,500
13	COMPTROLLER	41	9,450	12,078	13,728	16,000	21,000
14	DIRECTOR, STUDENT HOUSING	21	5,700	8,674	10,600	12,500	15,495
15	MANAGER, BOOKSTORE	49	5,040	7,525	9,000	10,300	14,750
17	CHIEF DEVELOPMENT OFFICER	42	12,749	18,000	20,736	23,000	31,000
18	CHIEF PUBLIC RELATIONS OFFICER	30	7,848	12,200	15,000	16,100	28,500
19	DIRECTOR, INFORMATION OFFICE	32	6,000	8,865	10,825	12,000	15,736
20	CHIEF STUDENT LIFE OFFICER	49	8,500	15,050	17,222	20,348	35,000
21	DIRECTOR, STUDENT UNION	33	4,020	8,175	10,750	12,750	18,000
22	DIRECTOR, STUDENT PLACEMENT	37	5,120	9,000	10,850	12,430	17,513
23	DEAN OF MEN	33	8,400	11,250	14,000	15,090	21,400
24	DEAN OF WOMEN	29	7,500	10,050	11,750	13,350	16,750
25	DIR.,STUDENT FINANCIAL AID	46	6,000	9,200	10,050	11,400	19,750
26	DIRECTOR, STUDENT COUNSELING	29	8,000	11,317	13,250	15,225	19,000
27	DIRECTOR, ATHLETICS	45	6,000	13,325	15,750	17,050	22,000
30	DIR./DEAN, ARTS & SCIENCES	31	13,824	18,200	20,000	22,500	29,544
31	DIR./DEAN, BUSINESS	29	14,500	17,253	20,214	22,750	35,007
33	DIR./DEAN, EDUCATION	18	11,020	17,048	20,112	22,400	25,000
34	DIR./DEAN, ENGINEERING	10	16,600	18,460	20,950	22,000	27,435
37	DIR./DEAN, GRADUATE PROGRAMS	23	12,500	17,500	20,500	22,000	32,300
39	DIR./DEAN, LAW	13	19,200	22,990	27,000	29,800	37,925
41	DIR./DEAN, MUSIC	10	10,380	14,200	17,200	19,236	21,200
42	DIR./DEAN, NURSING	13	13,500	14,400	18,000	21,817	24,399

TABLE 24: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 58 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $6,974,327--$33,706,495, 1971-72

	POSITION	NO. INDVS RPYD	RANGE OF SALARIES PAID				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	54	26,500	30,000	33,175	38,343	55,000
2	CHIEF ACADEMIC OFFICER	45	19,000	25,000	27,600	29,806	50,000
3	REGISTRAR	55	8,200	13,700	15,500	17,620	25,00
4	DIRECTOR OF ADMISSIONS	47	11,460	13,440	16,000	18,500	24,00
5	HEAD LIBRARIAN	55	12,272	17,550	19,238	22,382	27,30
6	DIRECTOR, COMPUTER CENTER	49	9,850	16,470	17,300	19,426	35,000
7	DIRECTOR, COMMUNITY SERVICES	10	9,600	13,230	17,750	21,000	23,280
8	CHIEF BUSINESS OFFICER	58	16,500	23,040	25,211	28,700	30,000
9	PURCHASING AGENT	55	7,100	10,980	12,600	13,943	16,000
10	DIRECTOR, PERSONNEL SERVICES	46	7,500	11,600	13,023	15,500	19,500
11	DIRECTOR, PHYSICAL PLANT	50	12,500	15,000	17,199	18,920	27,000
12	DIRECTOR, FOOD SERVICES	30	9,200	12,662	13,950	16,000	23,300
13	COMPTROLLER	49	11,358	15,402	17,900	19,850	24,000
14	DIRECTOR, STUDENT HOUSING	40	6,000	11,330	12,575	15,000	17,810
15	MANAGER, BOOKSTORE	50	7,884	10,920	12,384	13,988	17,700
17	CHIEF DEVELOPMENT OFFICER	42	11,000	14,400	19,750	23,500	43,500
18	CHIEF PUBLIC RELATIONS OFFICER	31	10,500	14,500	18,242	21,370	32,390
19	DIRECTOR, INFORMATION OFFICE	37	9,519	12,234	14,533	16,700	19,000
20	CHIEF STUDENT LIFE OFFICER	47	11,600	19,380	22,000	24,500	30,000
21	DIRECTOR, STUDENT UNION	47	9,000	12,900	14,125	15,300	22,000
22	DIRECTOR, STUDENT PLACEMENT	47	8,900	11,783	13,766	16,000	20,450
23	DEAN OF MEN	39	11,940	14,180	15,000	17,200	24,000
24	DEAN OF WOMEN	44	6,384	12,400	13,737	15,950	19,500
25	DIR.,STUDENT FINANCIAL AID	48	8,700	11,163	12,500	14,000	16,490
26	DIRECTOR, STUDENT COUNSELING	38	10,833	14,885	15,836	17,600	22,000
27	DIRECTOR, ATHLETICS	52	12,600	17,819	19,360	21,168	35,000
29	DIR./DEAN, AGRICULTURE	11	19,500	21,200	23,352	24,250	28,260
30	DIR./DEAN, ARTS & SCIENCES	48	19,000	22,930	24,703	26,630	34,500
31	DIR./DEAN, BUSINESS	41	20,667	23,000	25,000	26,600	31,000
33	DIR./DEAN, EDUCATION	44	14,600	22,079	23,286	26,018	29,200
34	DIR./DEAN, ENGINEERING	29	13,750	23,128	25,750	28,025	38,000
35	DIR./DEAN, EXTENSION	20	15,000	17,250	20,000	24,384	28,000
36	DIR./DEAN, FINE ARTS	16	13,275	21,200	22,650	26,000	28,100
37	DIR./DEAN, GRADUATE PROGRAMS	47	13,750	21,840	23,300	26,000	30,554
39	DIR./DEAN, LAW	30	22,660	27,000	31,000	31,500	33,000
41	DIR./DEAN, MUSIC	18	14,600	19,918	20,993	22,200	26,500
42	DIR./DEAN, NURSING	17	12,732	17,527	19,690	21,500	28,500

TABLE 25: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 60 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $33,706,496--$29,842,632, 1971-72

	POSITION	NO. INDVS RPYD	RANGE OF SALARIES PAID				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	58	29,079	34,625	37,500	40,000	55,750
2	CHIEF ACADEMIC OFFICER	48	24,000	28,944	31,100	32,960	43,000
3	REGISTRAR	59	9,568	15,000	17,000	19,000	26,300
4	DIRECTOR OF ADMISSIONS	51	8,762	13,600	16,044	19,150	23,500
5	HEAD LIBRARIAN	60	14,500	19,125	21,050	24,447	32,000
6	DIRECTOR, COMPUTER CENTER	57	11,713	16,898	19,500	23,148	28,200
7	DIRECTOR, COMMUNITY SERVICES	11	9,000	12,000	17,800	21,500	24,450
8	CHIEF BUSINESS OFFICER	59	13,500	24,192	29,000	31,500	48,000
9	PURCHASING AGENT	56	8,868	13,094	14,112	16,150	20,100
10	DIRECTOR, PERSONNEL SERVICES	58	9,964	14,280	16,550	19,192	25,855
11	DIRECTOR, PHYSICAL PLANT	59	12,075	17,300	18,900	20,340	26,000
12	DIRECTOR, FOOD SERVICES	29	10,000	12,602	14,490	18,927	27,500
13	COMPTROLLER	49	10,040	17,044	19,100	21,400	27,000
14	DIRECTOR, STUDENT HOUSING	46	8,000	13,284	14,500	16,108	21,600
15	MANAGER, BOOKSTORE	47	7,821	11,400	13,200	14,614	20,050
16	STAFF LEGAL COUNSEL	13	13,680	17,750	21,600	26,500	31,000
17	CHIEF DEVELOPMENT OFFICER	49	14,520	20,000	24,000	27,540	38,000
18	CHIEF PUBLIC RELATIONS OFFICER	47	10,000	14,000	18,700	20,000	32,800
19	DIRECTOR, INFORMATION OFFICE	36	6,600	12,431	15,670	17,977	29,173
20	CHIEF STUDENT LIFE OFFICER	48	14,902	21,000	23,000	25,725	32,600
21	DIRECTOR, STUDENT UNION	45	7,200	11,500	14,000	16,375	23,415
22	DIRECTOR, STUDENT PLACEMENT	42	9,000	12,696	14,700	16,000	24,000
23	DEAN OF MEN	30	9,750	14,000	16,412	19,720	32,500
24	DEAN OF WOMEN	30	10,500	13,500	14,700	17,000	21,700
25	DIR.,STUDENT FINANCIAL AID	45	8,794	12,000	13,800	15,450	21,600
26	DIRECTOR, STUDENT COUNSELING	47	10,667	14,000	17,904	20,580	22,600
27	DIRECTOR, ATHLETICS	44	12,150	18,300	19,750	22,288	31,500
30	DIR./DEAN, ARTS & SCIENCES	53	19,367	25,250	27,300	30,000	38,000
31	DIR./DEAN, BUSINESS	51	17,000	24,500	27,300	30,000	51,000
33	DIR./DEAN, EDUCATION	48	15,900	24,950	26,700	28,700	40,000
34	DIR./DEAN, ENGINEERING	31	20,000	25,500	28,000	29,500	36,000
35	DIR./DEAN, EXTENSION	14	10,533	19,500	23,345	26,000	30,968
36	DIR./DEAN, FINE ARTS	17	22,000	24,758	25,040	26,500	28,900
37	DIR./DEAN, GRADUATE PROGRAMS	53	18,500	23,665	26,000	28,200	37,788
38	DIR./DEAN, HOME ECONOMICS	11	16,600	18,000	21,700	25,000	26,900
39	DIR./DEAN, LAW	25	21,334	27,250	29,947	33,350	37,500
40	DIR./DEAN, MEDICINE	11	25,000	29,500	33,000	36,933	41,200
41	DIR./DEAN, MUSIC	16	17,000	18,675	21,681	23,729	28,200
42	DIR./DEAN, NURSING	21	8,900	19,000	22,000	24,490	29,671
44	DIR./DEAN, SOCIAL WORK	12	11,800	22,100	26,305	29,138	31,300
45	DIR./DEAN, TECHNOLOGY	14	15,964	20,850	25,250	27,150	30,000

TABLE 26: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 58 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $29,842,613—$140,743,000. 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	53	34,500	38,900	40,237	44,800	60,000
2	CHIEF ACADEMIC OFFICER	44	26,250	32,262	34,744	37,500	50,000
3	REGISTRAR	55	13,000	16,848	19,467	21,600	28,268
4	DIRECTOR OF ADMISSIONS	49	11,050	17,000	19,440	22,978	30,000
5	HEAD LIBRARIAN	58	15,225	25,000	28,360	28,272	36,000
6	DIRECTOR, COMPUTER CENTER	45	17,320	20,700	24,808	28,000	35,000
7	DIRECTOR, COMMUNITY SERVICES	23	10,000	17,200	22,174	27,684	31,600
8	CHIEF BUSINESS OFFICER	58	21,734	30,500	32,997	37,000	51,600
9	PURCHASING AGENT	54	10,584	15,480	18,180	19,700	27,000
10	DIRECTOR, PERSONNEL SERVICES	56	12,600	16,996	19,800	21,720	26,983
11	DIRECTOR, PHYSICAL PLANT	58	15,654	19,704	22,331	24,540	33,920
12	DIRECTOR, FOOD SERVICES	42	11,674	15,674	17,382	19,394	28,368
13	COMPTROLLER	55	14,580	20,000	22,500	26,000	32,789
14	DIRECTOR, STUDENT HOUSING	52	9,919	14,478	17,988	21,430	34,000
15	MANAGER, BOOKSTORE	47	9,168	13,000	14,903	16,500	20,000
16	STAFF LEGAL COUNSEL	29	15,600	18,000	24,000	27,078	30,000
17	CHIEF DEVELOPMENT OFFICER	45	14,384	20,750	26,520	33,258	48,000
18	CHIEF PUBLIC RELATIONS OFFICER	47	7,750	20,400	24,600	31,258	40,000
19	DIRECTOR, INFORMATION OFFICE	44	7,750	15,117	17,225	21,000	25,380
20	CHIEF STUDENT LIFE OFFICER	51	15,600	23,000	26,500	29,000	35,000
21	DIRECTOR, STUDENT UNION	50	11,088	14,132	17,492	20,000	24,580
22	DIRECTOR, STUDENT PLACEMENT	52	11,900	14,850	16,830	18,498	29,496
23	DEAN OF MEN	24	11,700	15,600	17,247	21,700	26,000
24	DEAN OF WOMEN	24	12,700	15,270	16,818	18,500	25,646
25	DIR.,STUDENT FINANCIAL AID	54	10,100	13,378	16,100	18,018	23,912
26	DIRECTOR, STUDENT COUNSELING	47	11,821	17,159	19,970	21,402	31,000
27	DIRECTOR, ATHLETICS	54	11,700	22,249	25,000	27,500	40,000
28	DIR./DEAN, ARCHITECTURE	23	21,500	24,400	26,000	30,200	34,658
29	DIR./DEAN, AGRICULTURE	18	20,281	27,500	29,500	33,700	36,000
30	DIR./DEAN, ARTS & SCIENCES	52	22,900	26,375	30,792	33,592	41,000
31	DIR./DEAN, BUSINESS	51	20,000	28,488	30,500	33,504	38,000
32	DIR./DEAN, DENTISTRY	22	28,500	31,000	34,786	36,574	40,000
33	DIR./DEAN, EDUCATION	46	16,998	25,000	29,758	32,000	40,000
34	DIR./DEAN, ENGINEERING	49	22,697	26,878	31,650	35,000	42,300
35	DIR./DEAN, EXTENSION	31	11,900	22,275	25,000	28,631	35,500
36	DIR./DEAN, FINE ARTS	23	18,000	24,380	28,600	29,494	32,500
37	DIR./DEAN, GRADUATE PROGRAMS	47	14,780	28,000	30,500	34,125	38,000
38	DIR./DEAN, HOME ECONOMICS	30	13,500	23,987	25,350	27,082	35,000
39	DIR./DEAN, LAW	34	26,500	30,250	33,000	35,500	38,500
40	DIR./DEAN, MEDICINE	35	31,300	37,500	41,000	46,000	55,000
41	DIR./DEAN, MUSIC	17	14,916	21,870	25,200	27,100	34,848
42	DIR./DEAN, NURSING	34	15,600	21,500	24,775	26,928	35,000
43	DIR./DEAN, PHARMACY	26	19,928	24,000	27,284	31,800	35,500
44	DIR./DEAN, SOCIAL WORK	23	16,985	25,000	26,700	31,000	37,000

TABLE 27: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 98 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,567,409, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	98	8,976	18,000	20,650	24,000	39,000
2	CHIEF ACADEMIC OFFICER	93	7,748	13,250	14,000	18,000	29,262
3	REGISTRAR	85	5,250	7,352	9,450	11,400	17,000
4	DIRECTOR OF ADMISSIONS	64	5,100	9,000	10,980	12,600	16,000
5	HEAD LIBRARIAN	99	3,960	9,000	10,980	12,000	19,131
6	CHIEF BUSINESS OFFICER	98	6,800	11,928	13,500	15,100	21,186
7	PURCHASING AGENT	71	5,000	6,500	9,000	10,000	11,100
11	DIRECTOR, PHYSICAL PLANT	89	5,824	7,626	9,256	10,495	16,700
12	DIRECTOR, FOOD SERVICES	38	4,260	6,000	7,923	10,500	14,500
13	COMPTROLLER	94	5,400	8,500	9,750	12,000	15,932
14	DIRECTOR, STUDENT HOUSING	72	4,000	7,100	8,390	10,758	12,000
15	MANAGER, BOOKSTORE	87	3,600	4,815	5,500	6,633	11,100
17	CHIEF DEVELOPMENT OFFICER	79	6,000	12,000	14,250	16,577	28,350
18	CHIEF PUBLIC RELATIONS OFFICER	87	5,000	8,500	10,000	11,308	19,000
19	DIRECTOR, INFORMATION OFFICE	79	5,250	7,250	8,000	9,958	12,700
20	CHIEF STUDENT LIFE OFFICER	88	6,948	11,000	12,000	14,500	21,000
21	DIRECTOR, STUDENT UNION	72	4,200	6,500	7,070	10,500	12,700
22	DIRECTOR, STUDENT PLACEMENT	79	5,250	8,500	9,375	9,472	13,781
23	DEAN OF MEN	37	4,800	8,000	10,008	12,300	17,700
24	DEAN OF WOMEN	48	4,100	6,702	8,095	9,848	20,000
25	DIR.,STUDENT FINANCIAL AID	67	5,250	5,800	7,900	9,920	12,800
26	DIRECTOR, STUDENT COUNSELING	86	4,900	8,000	9,457	11,500	18,600
27	DIRECTOR, ATHLETICS	69	6,900	9,625	11,229	13,115	15,000
33	DIR./DEAN, EDUCATION	19	9,600	11,980	13,344	17,000	33,250

TABLE 28: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 103 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,567,410--$2,592,700, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	94	12,560	23,300	25,750	30,000	40,000
2	CHIEF ACADEMIC OFFICER	100	12,000	18,000	20,000	22,350	27,500
3	REGISTRAR	97	6,000	10,100	11,814	13,582	18,277
4	DIRECTOR OF ADMISSIONS	91	6,924	10,676	12,000	14,250	19,500
5	HEAD LIBRARIAN	103	8,560	11,330	12,600	14,100	19,000
6	DIRECTOR, COMPUTER CENTER	33	7,500	9,000	11,100	13,481	21,000
7	CHIEF BUSINESS OFFICER	100	8,384	14,965	16,974	19,450	28,100
8	PURCHASING AGENT	51	6,000	7,600	9,900	11,044	18,315
9	DIRECTOR, PERSONNEL SERVICES	18	8,000	10,000	11,562	18,000	24,992
10	DIRECTOR, PHYSICAL PLANT	92	7,680	9,268	11,931	12,800	18,700
11	DIRECTOR, FOOD SERVICES	53	6,858	8,749	10,894	13,100	18,375
12	COMPTROLLER	97	7,500	10,076	12,900	13,716	19,000
13	DIRECTOR, STUDENT HOUSING	91	5,200	8,450	10,550	11,187	15,394
14	MANAGER, BOOKSTORE	80	3,900	5,477	6,740	8,500	12,000
15	CHIEF DEVELOPMENT OFFICER	90	10,000	14,000	16,000	18,000	30,500
16	CHIEF PUBLIC RELATIONS OFFICER	63	7,200	9,500	11,342	13,600	23,700
17	DIRECTOR, INFORMATION OFFICE	58	3,750	8,000	9,899	11,100	15,000
18	CHIEF STUDENT LIFE OFFICER	81	8,250	12,178	14,000	16,009	23,692
19	DIRECTOR, STUDENT UNION	57	4,500	8,500	10,020	11,500	14,335
20	DIRECTOR, STUDENT PLACEMENT	57	4,460	8,980	10,000	11,708	15,912
21	DEAN OF MEN	57	7,000	9,987	11,680	13,600	21,891
22	DEAN OF WOMEN	67	5,352	9,043	11,000	13,968	17,350
23	DIR.,STUDENT FINANCIAL AID	79	4,500	8,508	10,000	11,350	22,684
24	DIRECTOR, STUDENT COUNSELING	42	6,200	10,100	11,780	13,500	17,200
25	DIRECTOR, ATHLETICS	61	7,170	11,900	13,804	14,500	22,668

TABLE 29: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 106 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $2,592,701--$4,170,606, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	101	15,675	28,470	29,400	31,500	45,000
2	CHIEF ACADEMIC OFFICER	99	12,500	19,500	22,476	24,000	35,000
3	REGISTRAR	104	6,800	11,164	12,562	14,300	20,700
4	DIRECTOR OF ADMISSIONS	93	7,464	12,275	13,798	15,425	23,400
5	HEAD LIBRARIAN	103	7,939	12,613	14,500	15,900	19,000
6	DIRECTOR, COMPUTER CENTER	61	6,200	10,250	12,000	14,000	16,900
7	DIRECTOR, COMMUNITY SERVICES	11	6,000	12,600	15,500	17,500	19,008
8	CHIEF BUSINESS OFFICER	105	9,900	16,720	19,300	21,939	32,400
9	PURCHASING AGENT	69	5,700	9,341	10,500	12,225	20,000
10	DIRECTOR, PERSONNEL SERVICES	37	6,229	9,450	11,000	13,000	15,400
11	DIRECTOR, PHYSICAL PLANT	97	7,200	10,600	12,900	14,700	19,500
12	DIRECTOR, FOOD SERVICES	43	7,500	10,000	12,287	13,500	18,000
13	COMPTROLLER	71	8,996	12,900	14,200	16,900	19,750
14	DIRECTOR, STUDENT HOUSING	67	5,280	8,000	9,000	10,900	15,500
15	MANAGER, BOOKSTORE	82	3,996	7,100	8,300	9,650	15,000
16	CHIEF DEVELOPMENT OFFICER	86	10,533	15,875	18,000	21,000	30,000
17	CHIEF PUBLIC RELATIONS OFFICER	77	7,182	11,000	13,000	15,040	19,950
18	DIRECTOR, INFORMATION OFFICE	69	5,400	8,778	10,500	12,000	18,900
19	CHIEF STUDENT LIFE OFFICER	66	9,600	14,500	16,570	18,000	24,000
20	DIRECTOR, STUDENT UNION	66	6,900	8,900	10,200	12,850	16,500
21	DIRECTOR, STUDENT PLACEMENT	67	5,843	8,740	11,000	12,475	19,500
22	DEAN OF MEN	67	6,000	11,765	12,700	15,200	21,800
23	DEAN OF WOMEN	66	6,634	10,000	11,787	13,955	20,954
24	DIR.,STUDENT FINANCIAL AID	99	6,000	9,040	10,800	12,190	21,300
25	DIRECTOR, STUDENT COUNSELING	48	8,000	11,071	12,950	14,950	32,000
26	DIRECTOR, ATHLETICS	69	8,500	13,100	14,500	16,100	30,000
27	DIR./DEAN, ARTS & SCIENCES	18	17,200	16,800	18,590	20,800	20,532
28	DIR./DEAN, BUSINESS	18	10,200	17,000	18,423	20,970	23,944
29	DIR./DEAN, EDUCATION	18	17,900	16,000	19,025	20,750	24,185
30	DIR./DEAN, FINE ARTS	11	11,310	15,996	18,748	20,500	22,190
31	DIR./DEAN, GRADUATE PROGRAMS	15	12,000	15,300	17,800	21,208	24,133
32	DIR./DEAN, NURSING	11	8,980	13,400	15,150	17,900	20,000

TABLE 30: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 111 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $4,170,607--$43,751,000, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	108	20,000	29,500	33,259	36,574	50,000
2	CHIEF ACADEMIC OFFICER	105	14,000	23,861	28,560	28,000	45,000
3	REGISTRAR	111	7,500	12,800	15,000	17,054	25,412
4	DIRECTOR OF ADMISSIONS	94	10,500	13,860	14,004	18,535	26,834
5	HEAD LIBRARIAN	109	10,700	15,079	18,500	21,150	30,707
6	DIRECTOR, COMPUTER CENTER	97	2,400	13,470	14,315	18,574	26,000
7	DIRECTOR, COMMUNITY SERVICES	36	10,000	13,200	17,195	20,388	28,550
8	CHIEF BUSINESS OFFICER	109	12,000	19,590	23,300	26,419	40,000
9	PURCHASING AGENT	80	5,200	10,211	11,820	14,586	17,761
10	DIRECTOR, PERSONNEL SERVICES	80	7,750	10,954	13,969	16,122	23,203
11	DIRECTOR, PHYSICAL PLANT	105	10,150	14,000	16,000	17,772	33,175
12	DIRECTOR, FOOD SERVICES	66	8,500	12,600	14,778	16,099	25,000
13	COMPTROLLER	82	8,700	14,800	16,860	18,500	29,000
14	DIRECTOR, STUDENT HOUSING	69	5,460	10,540	12,587	15,100	21,585
15	MANAGER, BOOKSTORE	76	6,000	9,115	10,950	12,488	19,044
17	CHIEF DEVELOPMENT OFFICER	84	4,520	18,000	21,582	24,900	48,000
18	CHIEF PUBLIC RELATIONS OFFICER	97	8,500	14,050	16,000	18,995	29,175
19	DIRECTOR, INFORMATION OFFICE	87	7,680	10,482	12,780	15,630	26,500
20	CHIEF STUDENT LIFE OFFICER	92	9,500	17,420	20,200	23,174	28,485
21	DIRECTOR, STUDENT UNION	66	8,868	11,500	13,150	14,429	30,707
23	DIRECTOR, STUDENT PLACEMENT	93	6,500	12,700	14,500	16,070	25,185
23	DEAN OF MEN	93	9,800	12,780	15,000	16,923	23,724
24	DEAN OF WOMEN	84	9,300	11,850	13,575	16,081	21,000
26	DIR.,STUDENT FINANCIAL AID	105	8,283	11,000	13,250	15,005	23,740
24	DIRECTOR, STUDENT COUNSELING	90	7,000	15,000	17,103	19,229	23,352
27	DIRECTOR, ATHLETICS	91	4,000	15,500	17,980	20,119	28,013
30	DIR./DEAN, ARTS & SCIENCES	87	19,648	22,338	23,809	29,607	33,000
31	DIR./DEAN, BUSINESS	36	18,230	21,240	22,780	24,794	30,000
33	DIR./DEAN, EDUCATION	89	14,000	21,948	23,600	24,568	34,980
34	DIR./DEAN, ENGINEERING	13	17,980	23,604	24,052	27,000	33,175
35	DIR./DEAN, EXTENSION	28	12,396	14,700	19,989	22,898	34,980
36	DIR./DEAN, FINE ARTS	22	11,000	20,222	21,396	23,604	33,900
37	DIR./DEAN, GRADUATE PROGRAMS	40	14,000	21,000	23,164	24,944	34,980
41	DIR./DEAN, MUSIC	11	14,300	14,748	19,703	21,142	24,944
42	DIR./DEAN, NURSING	19	9,000	14,130	16,723	22,100	33,800
45	DIR./DEAN, TECHNOLOGY	10	19,165	21,200	22,220	22,500	25,948

TABLE 31: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 67 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,028,866, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	67	9,500	14,493	18,100	21,700	27,000
2	CHIEF ACADEMIC OFFICER	58	8,400	13,000	14,900	16,700	21,794
3	REGISTRAR	41	4,600	7,639	10,950	13,791	18,500
4	DIRECTOR OF ADMISSIONS	30	4,500	8,333	10,965	13,200	19,185
5	HEAD LIBRARIAN	43	5,460	9,184	10,241	11,868	16,500
7	DIRECTOR, COMMUNITY SERVICES	10	6,183	9,288	12,000	13,602	15,242
8	CHIEF BUSINESS OFFICER	54	8,000	10,308	12,300	14,000	18,500
10	DIRECTOR, PERSONNEL SERVICES	12	6,990	12,025	13,319	14,288	17,700
11	DIRECTOR, PHYSICAL PLANT	23	8,100	7,200	8,500	10,192	12,250
12	DIRECTOR, FOOD SERVICES	15	3,900	6,000	7,183	9,808	12,000
15	MANAGER, BOOKSTORE	14	3,600	5,716	8,721	6,433	9,138
17	CHIEF DEVELOPMENT OFFICER	19	6,000	9,177	11,467	13,800	17,000
18	CHIEF PUBLIC RELATIONS OFFICER	13	6,000	8,654	9,800	12,925	14,900
20	CHIEF STUDENT LIFE OFFICER	29	7,200	9,600	11,000	14,750	18,500
25	DIR.,STUDENT FINANCIAL AID	12	7,500	9,770	11,114	13,000	14,729
26	DIRECTOR, STUDENT COUNSELING	15	7,310	10,000	10,900	13,000	14,500
27	DIRECTOR, ATHLETICS	10	6,000	8,825	10,125	11,300	12,440
42	DIR./DEAN, NURSING	10	9,425	11,735	12,300	14,500	15,500
46	DIR./DEAN, VOCATIONAL EDUC.	10	10,369	11,167	12,820	13,800	18,500

TABLE 32: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 70 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,028,867—$1,787,239, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	70	17,000	21,200	23,781	27,000	34,000
2	CHIEF ACADEMIC OFFICER	67	10,500	14,255	18,000	20,000	23,010
3	REGISTRAR	49	6,500	9,930	12,990	14,105	21,340
4	DIRECTOR OF ADMISSIONS	53	6,700	10,144	12,800	14,793	17,322
5	HEAD LIBRARIAN	69	8,400	11,250	12,600	14,304	20,529
6	DIRECTOR, COMPUTER CENTER	19	5,400	9,943	12,900	14,300	16,492
7	DIRECTOR, COMMUNITY SERVICES	30	7,632	12,012	13,200	15,974	19,635
8	CHIEF BUSINESS OFFICER	65	6,175	12,625	15,132	18,000	24,200
9	PURCHASING AGENT	10	6,600	7,618	8,689	11,600	12,394
11	DIRECTOR, PHYSICAL PLANT	37	5,137	8,020	10,260	12,025	15,509
12	DIRECTOR, FOOD SERVICES	15	4,680	6,708	8,160	9,150	15,200
13	COMPTROLLER	20	6,931	9,630	12,150	14,850	18,375
15	MANAGER, BOOKSTORE	40	2,760	4,968	6,040	7,875	10,975
17	CHIEF DEVELOPMENT OFFICER	15	8,000	10,700	14,000	15,600	19,000
18	CHIEF PUBLIC RELATIONS OFFICER	28	6,461	9,750	11,866	13,874	17,322
19	DIRECTOR, INFORMATION OFFICE	11	3,600	8,649	9,223	11,200	14,831
20	CHIEF STUDENT LIFE OFFICER	49	10,000	12,000	15,048	17,204	23,998
21	DIRECTOR, STUDENT UNION	17	4,800	8,276	10,572	12,525	15,892
22	DIRECTOR, STUDENT PLACEMENT	11	4,080	6,800	9,300	11,948	12,259
23	DEAN OF MEN	11	6,000	9,000	10,200	14,200	20,241
24	DEAN OF WOMEN	15	7,000	9,720	10,800	14,500	23,998
25	DIR.,STUDENT FINANCIAL AID	35	5,668	9,669	10,650	12,072	14,250
26	DIRECTOR, STUDENT COUNSELING	31	6,500	11,114	12,814	15,300	21,208
27	DIRECTOR, ATHLETICS	30	5,000	11,200	12,690	14,000	20,436
46	DIR./DEAN, VOCATIONAL EDUC.	14	12,272	13,650	15,168	17,195	19,840

TABLE 33: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 71 JUNIOR COLLEGES WITH EDUCATIONAL AND GENERAL BUDGETS OF $1,787,240—$3,662,981, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	70	15,840	24,000	26,600	29,400	34,000
2	CHIEF ACADEMIC OFFICER	70	12,750	18,936	20,980	22,100	26,238
3	REGISTRAR	62	7,080	11,500	13,441	15,852	23,129
4	DIRECTOR OF ADMISSIONS	58	9,114	12,455	14,248	16,500	24,200
5	HEAD LIBRARIAN	71	8,450	12,684	14,800	16,758	24,774
6	DIRECTOR, COMPUTER CENTER	38	8,904	11,800	14,100	16,470	27,030
7	DIRECTOR, COMMUNITY SERVICES	27	11,376	14,112	16,104	18,000	22,199
8	CHIEF BUSINESS OFFICER	66	9,750	15,500	18,500	20,518	25,434
9	PURCHASING AGENT	33	5,400	9,788	13,500	14,500	22,218
10	DIRECTOR, PERSONNEL SERVICES	23	8,915	12,000	12,985	14,500	21,150
11	DIRECTOR, PHYSICAL PLANT	61	6,638	10,200	11,448	14,000	22,000
12	DIRECTOR, FOOD SERVICES	15	4,885	8,736	11,288	12,168	17,580
13	COMPTROLLER	53	6,480	11,341	12,932	14,014	18,877
15	MANAGER, BOOKSTORE	42	4,080	6,088	7,317	9,133	14,000
17	CHIEF DEVELOPMENT OFFICER	17	10,580	13,284	14,842	17,775	22,600
18	CHIEF PUBLIC RELATIONS OFFICER	29	7,752	10,467	14,388	16,000	24,200
19	DIRECTOR, INFORMATION OFFICE	14	8,652	10,388	11,510	15,000	17,388
20	CHIEF STUDENT LIFE OFFICER	60	11,000	15,428	18,758	20,000	23,023
21	DIRECTOR, STUDENT UNION	35	7,500	10,574	12,200	13,340	18,384
22	DIRECTOR, STUDENT PLACEMENT	21	9,700	11,904	13,000	15,212	16,920
25	DIR.,STUDENT FINANCIAL AID	47	8,902	11,000	14,000	15,704	18,565
26	DIRECTOR, STUDENT COUNSELING	42	9,480	13,104	15,263	16,712	20,318
27	DIRECTOR, ATHLETICS	39	11,100	13,342	14,894	16,499	19,631
30	DIR./DEAN, ARTS & SCIENCES	14	13,400	14,116	17,625	19,500	23,188
31	DIR./DEAN, BUSINESS	12	12,350	13,535	14,674	16,215	17,337
35	DIR./DEAN, EXTENSION	13	12,600	15,132	16,200	19,234	22,162
45	DIR./DEAN, TECHNOLOGY	11	14,288	15,334	16,320	20,500	22,154
46	DIR./DEAN, VOCATIONAL EDUC.	35	12,480	15,000	17,887	20,100	22,500

TABLE 34: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 70 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $3,662,982--$20,265,264, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF SALARIES PAID MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	70	24,000	29,000	30,454	33,500	44,500
2	CHIEF ACADEMIC OFFICER	64	17,004	22,158	24,109	26,800	31,114
3	REGISTRAR	59	10,500	14,000	17,269	20,965	27,504
4	DIRECTOR OF ADMISSIONS	44	10,100	15,240	17,237	20,250	26,220
5	HEAD LIBRARIAN	65	11,773	16,085	18,594	20,133	24,020
6	DIRECTOR, COMPUTER CENTER	46	8,480	16,500	17,410	19,498	24,989
7	DIRECTOR, COMMUNITY SERVICES	46	12,200	15,780	18,250	22,220	28,944
8	CHIEF BUSINESS OFFICER	69	13,384	20,241	21,700	26,071	31,036
9	PURCHASING AGENT	43	6,972	10,988	13,200	14,435	23,007
10	DIRECTOR, PERSONNEL SERVICES	36	9,304	13,120	14,204	20,150	27,776
11	DIRECTOR, PHYSICAL PLANT	65	10,219	13,500	15,500	18,191	27,363
12	DIRECTOR, FOOD SERVICES	31	5,280	12,420	14,635	18,375	23,209
13	COMPTROLLER	39	11,340	15,420	17,000	18,775	21,891
14	MANAGER, BOOKSTORE	52	6,760	9,682	11,302	13,161	16,950
17	CHIEF DEVELOPMENT OFFICER	25	13,008	15,638	18,500	21,306	27,984
18	CHIEF PUBLIC RELATIONS OFFICER	32	7,782	13,669	15,971	17,832	22,018
19	DIRECTOR, INFORMATION OFFICE	28	10,200	13,621	14,920	16,585	24,204
20	CHIEF STUDENT LIFE OFFICER	51	7,254	18,450	21,000	23,793	31,092
21	DIRECTOR, STUDENT UNION	30	7,404	12,189	14,804	19,234	23,578
22	DIRECTOR, STUDENT PLACEMENT	35	7,404	12,600	14,000	16,231	28,764
23	DEAN OF MEN	14	6,504	17,600	20,202	23,484	27,032
24	DEAN OF WOMEN	11	12,600	17,575	19,474	22,380	26,820
25	DIR.,STUDENT FINANCIAL AID	53	6,944	11,468	14,807	18,275	23,958
26	DIRECTOR, STUDENT COUNSELING	54	10,438	15,327	17,712	20,428	28,744
27	DIRECTOR, ATHLETICS	44	10,200	14,535	16,882	20,247	28,764
30	DIR./DEAN, ARTS & SCIENCES	30	15,972	18,429	20,887	22,403	25,000
31	DIR./DEAN, BUSINESS	30	13,067	17,193	19,121	22,341	27,504
32	DIR./DEAN, ENGINEERING	13	12,992	17,293	18,442	21,250	23,158
33	DIR./DEAN, EXTENSION	12	11,200	16,734	19,137	20,741	25,094
34	DIR./DEAN, FINE ARTS	14	14,000	17,768	19,837	21,225	25,500
42	DIR./DEAN, NURSING	22	13,595	15,745	17,730	19,266	25,764
45	DIR./DEAN, TECHNOLOGY	20	14,100	16,962	20,932	23,129	26,820
46	DIR./DEAN, VOCATIONAL EDUC.	32	12,000	18,147	20,746	22,794	26,820

IV--NON-CASH AND TOTAL COMPENSATION

The data in this section of the report reflect the nature and the value of non-cash compensation elements for 30 of the 46 positions surveyed. The basic principle of the values thus determined is that they reflect the current annual cost to the institution (or to the supporting agency) of providing the benefit. Instructions for determining the value of each element are given in Appendix B. Values have been developed for Social Security, retirement, insurance, housing, tuition and fees, and "other" benefits, such as automobile allowances, servants, and club dues.

Vacation and sick leave are specifically excluded. It is recognized that special vacation and sick leave allowances are made for some administrators, but the real cost of such benefits to an institution is debatable.

In all tables, the position column number or the position line number corresponds to the number of the summary position description given in Appendix A.

Data are presented on the frequency of occurrence of the non-cash compensation and on the percentage of total compensation that is paid in salary.

FREQUENCY OF OCCURRENCE

Institution contributions to Social Security, retirement, insurance and tuition benefits appear to be more a matter of applicability to all professional administrative staff than of individual or position considerations. The latter considerations are found more prevalent in small, private institutions. Most professional administrative staff receive, or have available to them, Social Security, retirement, and insurance benefits. The applicability of housing, tuition and fees, and "other" benefits is much more restricted.

Of all of the non-cash compensation elements, retirement is the most available and occurs most frequently in the compensation of professional administrative staff. Eighty-eight per cent of the professional administrative staff in the 30 positions surveyed receive retirement benefits. Retirement benefits occur most frequently in universities and more frequently in senior colleges than in junior colleges.

Social Security is the second most frequently found benefit. Of the professional administrative staff in the 30 positions surveyed in all reporting institutions, 85.8 per cent receive Social Security benefits. The Social Security benefit is found least frequently in junior colleges and less frequently in universities than in senior colleges.

Insurance is the third most frequently found non-cash compensation element. The study did not differentiate between types of insurance. At least one individual in each of the positions surveyed receives no insurance benefit. In 25 of the 30 positions surveyed, insurance is reported with a frequency ranging between 80 per cent and 89 per cent. This benefit occurs most frequently in senior colleges and slightly more frequently in junior colleges than in universities.

Housing benefits are reported most frequently for the positions of Chief Executive Officer (President) (51 per cent), Chief Academic Officer (8 per cent), Director of Physical Plant (6 per cent) and Chief Student Life Officer (5 per cent). The only positions for which no housing benefits are reported are the Directors/Deans of Architecture, Dentistry and Technology. This benefit is found least often in junior colleges and less often in universities than in senior colleges.

Tuition and fee benefits are available to professional administrative staff in 43 per cent of the institutions surveyed. When such benefits are provided, they appear to be applied to all professional administrative positions as a matter of general institutional policy. This benefit is found most often in senior colleges, slightly less often in universities and least often in junior colleges.

"Other" benefits are reported less frequently than any of the other elements of non-cash compensation except housing. When they do occur, they are reported most frequently for the positions of Chief Executive Officer (President) (41 per cent), Chief Development Officer (12 per cent), Director/Dean of Medicine (12 per cent), Chief Academic Officer (10 per cent), Chief Business Officer (10 per cent), Director/Dean of Dentistry (10 per cent), Director of Physical Plant (7 per cent) and Chief Student Life Officer (7 per cent). In all of the 30 positions surveyed, at least one person receives "other" benefits. "Other" benefits are found least frequently for junior college Chief Executive Officers (Presidents) and less frequently for the same position in senior colleges than in universities. In other positions, there is no consistent pattern of frequency of occurrance when junior colleges, senior colleges and universities are compared.

DOLLAR VALUE OF NON-CASH COMPENSATION ELEMENTS

This section reviews the dollar values of each of the elements of non-cash compensation. Instructions furnished respondents to use in determining the value of each element are given in Appendix B.

Social Security

The cost of providing Social Security benefits in 1971-72 was calculated on the basis of the calendar 1971 rules producing a maximum value of $486 per individual.

Retirement

Table 35 shows the range of the dollar value of institutional (or supporting agency) contributions to retirement, exclusive of any contributions made to Social Security or through a tax-sheltered annuity program. At least one individual in each of the 30 positions surveyed receives no retirement benefit. The "Highest" value reported for each position reflects only the absolute high for the sample population; it usually represents a special arrangement made for an individual. Special retirement arrangements are not unusual for the position of Chief Executive Officer (President), but are infrequent in other positions. The median value of retirement for a Chief Executive Officer (President) is $1,696; one arrangement provides $18,588 in annual institutional cost of retirement for the President.

Insurance

Table 36 displays the range of the dollar value of institutional (or supporting agency) contributions to all forms of individual insurance such as group life insurance, travel and accident insurance, hospital insurance, medical insurance, surgical insurance, major medical insurance, Workman's Compensation (if provided to the incumbent of the position) and long-term disability insurance. Also included in this element is any contribution through other than an insurance plan for prolonged disability income payments to an individual, provided such payments do not arise from the accumulation of unused annual sick leave or paid vacation benefits. At least one individual in each position surveyed receives no insurance benefit. The "Highest" value reported for each position reflects only the absolute high for the sample population. The incumbents of two positions report annual insurance contributions of $5,000 or more: Chief

Executive Officer (President) ($13,590) and Chief Public Relations Officer ($6,740). This would appear to indicate the use of special insurance arrangements for individuals, rather than the application of broad institutional policy.

Housing

The dollar value of housing, when provided, ranges as high as $35,000 annually. This reflects the actual cost of an individual housing benefit, or the amount of cash payment provided in lieu of free or subsidized housing. Where the house is institutionally owned, the value of this element includes such costs as loss on investment (at 5 per cent), property insurance, grounds maintenance, repairs, and equipment replacement. The cost of house servants is not included, but is reported under "Other" benefits. High values for housing in excess of $3,500 annually are reported for eight of the positions: Chief Executive Officer (President) ($35,000); Chief Academic Officer ($13,850); Chief Student Life Officer ($8,078); Chief Business Officer ($7,900); Director/Dean, Graduate Programs ($5,000); Director, Physical Plant ($5,000); Chief Development Officer ($4,000); and Director/Dean, Arts and Sciences ($3,600).

It is quite probable that the higher values reported are the most realistic and that lower valuations developed by the institutions are apt to be understatements of institutional costs.

Tuition

The dollar value of tuition and fee benefits for one person ranges in this study from zero to $4,800. Some institutions provide the benefit for more than one person; for purposes of this study, an arbitrary limit of one person was established and the benefit is reported (if available) whether or not it is used.

Other Benefits

"Other" benefits include automobile allowances, servants, club dues, and other benefits associated specifically with a position. Excluded are such items as professional memberships, travel, reimbursement of direct expenses, service club membership expenses and the like. The dollar value of "Other"

benefits of $1,000 or more are reported for 24 of the 30 positions. Eight positions report values for "Other" benefits in excess of $3,000: Chief Executive Officer (President) ($27,500); Chief Academic Officer ($14,000); Chief Business Officer ($8,845); Director/Dean, Business ($6,120); Director/Dean, Technology ($6,000); Director/Dean, Law ($4,200); Chief Development Officer ($4,000); and Director/Dean, Arts and Sciences ($3,372).

The method of calculation of "Other" benefits was left to institutional discretion, as was the decision on which items to include. As in the case of housing, the values reported for this element probably are understated, and the higher values are more accurately determined.

TOTAL
COMPENSATION

The totals of the cash and non-cash compensation afforded to the 30 professional administrative positions included in this portion of the study are reflected in Tables 37-69.

Tables 37-A, 37-B and 37-C show the array of total compensation and the average total compensation for each position for all reporting institutions. Tables 38-A and 38-B present the same data for all reporting junior colleges. As in the case of the salary arrays, these tables are provided to assist in the evaluation of the entire study and should be interpreted only in general terms. The extreme high and low figures should be interpreted as absolutes only for the sample population.

Comparison of Tables 37 and 39 shows that total compensation averages are higher than total compensation medians in the cases of all positions other than Academic Directors/Deans, indicating a skewing of these responses above the median. In the cases of Academic Directors/Deans, a consistent skewed pattern does not occur, but in most positions the total compensation averages are also higher than the total compensation medians.

Comparison of Tables 38 and 57 shows that total compensation averages for professional administrative staff positions in junior colleges are higher than total compensation medians in 15 positions and lower in 7 positions.

Tables 39-69 show, opposite each position, the number of individuals reported for that position and the range of total compensation afforded the incumbents of generally comparable

positions. The range is displayed in terms of the lowest total compensation, the first quartile, the median, the third quartile and the highest total compensation.

A comparison of Q1, Median and Q3 total compensation on each position between public and private institutional responses (Tables 40 and 49) indicates generally higher total compensations in public institutions. One notable difference is in the position of Chief Executive Officer (President) where the Median and Q3 total compensations were somewhat higher in the private institutions. Other exceptions occur primarily in the positions of Academic Director/Dean. An example of such an exception is the position of Director/Dean, Medicine, where the Q1, Median and Q3 totals were substantially higher in the private institutions. Other exceptions occur in the positions of Director/Dean of Architecture, Arts and Sciences, Business, Dentistry, Engineering, Extension and Law where either the Q1, Median or Q3 total compensation is substantially higher in the private institutions.

The highest total compensation reported for a Chief Executive Officer (President) is $131,357 in a private institution and $82,476 in a public institution. This does not mean that the highest compensated President is in a private institution; this study does not include the total population of institutions and, therefore, the extremes of total compensation cannot be interpreted as absolutes. Neither should it be assumed that the extremes of salary and of total compensation are for the same individual.

A comparison of total compensation on each position in public universities of varying total headcount enrollment (Tables 41, 42 and 43) indicates that, for those positions on which such comparisons can be made, the institutions with total headcount enrollment of 10,000 and over consistently show highest total compensation of Q1, Median and Q3 categories. The same consistency is not demonstrated in the responses of public universities with total headcount enrollment of 5,000--9,999 when compared with those public universities with total headcount enrollment under 5,000. However, the failure of a consistent pattern to emerge may be due to the small number of responses in some positions where inconsistencies occur.

A comparison of total compensation of each of the three classifications of institutions (Tables 55, 56 and 57) shows that total compensation medians for positions in universities are always higher than total compensation medians for the corresponding positions in senior colleges or junior colleges.

However, no similar relationship exists when senior colleges are compared with junior colleges. In two positions, Registrar and Director of Personnel Services, junior colleges reflect higher median total compensation than do senior colleges.

Tables 58-69 present total compensation data by size of the reporting institutions' Education and General Budgets. The 1967-68 study found (and the 1969-70 study confirmed) that there were statistically significant (.01 level) correlation coefficients between the salaries for each position and the size of the institution's Educational and General Budget. This correlation does not prove causality, but shows only that a relation exists in a statistically significant way.

Comparisons of Tables 58-61, which relate total compensation in universities to the size of the Educational and General Budget, show a consistent relationship. For each of the 30 positions for which such comparisons can be made, the median total compensation is generally greater in the groups of institutions having higher Educational and General Budgets. Exceptions occur in the following positions: Chief Development Officer, Chief Public Relations Officer, and Director/Dean, Law. The median total compensation for each of the 30 positions for which comparisons can be made is always highest in the institutions having Educational and General Budgets in the highest quartile.

Comparisons of Tables 62-65 on senior colleges show a similar relationship to that explained above for universities. For the 10 positions on which comparisons can be made, the median total compensation increases with the classification of the Educational and General Budget with no exceptions. Comparisons of five additional positions can be made in two or three, but not all, of the quartiles. Comparisons of these five additional positions also support the correlation between total compensation and size of the institution's Educational and General Budget with the exception of Director of Personnel Services. For junior colleges, displayed in Tables 66-69, the median total compensation for each position increases with higher Educational and General Budgets except in the two positions of Chief Development Officer and Chief Public Relations Officer.

RELATIVE VALUE OF TOTAL COMPENSATION

Table 70 shows the results of comparing salary to total compensation in each of the institutions reporting both values.

In each case, salary is computed as a percentage of total compensation, and the range of percentages for each position is displayed in terms of the lowest for any institution, the first quartile, the median, the third quartile and the highest percentage. The table shows a continued heavy reliance on cash compensation in all positions except that of Chief Executive Officer (President).

Analyses of median data indicate that cash compensation in 29 of the 30 positions constitutes between 87 per cent and 91 per cent of the total compensation for those positions. Only one position (President) shows a median less than 87 per cent.

The inter-quartile range of percentages remains fairly consistent among the positions surveyed. In 21 of the 30 positions, the size of the range is either 5, 6, 7 or 8 percentage points; in only one case (President) is it greater than 10 percentage points. This relatively small variance indicates that respondents tend to apply most non-cash compensation uniformly to all professional administrative staff positions and that there is little difference among most institutions in the total value of the non-cash package as a per cent of salary.

Analysis of the "Lowest" percentages indicates that at least one President receives a total non-cash benefit which is greater than his salary. At least one individual in eight of the 30 positions receives non-cash benefits in amounts greater than 40 per cent of total compensation. Review of the "Highest" percentages shows that at least one person in 26 different positions receives no non-cash benefits at all.

Comparison of median data on salary as a percentage of total compensation in universities, senior colleges and junior colleges indicates no consistent pattern. There tends to be slightly higher non-cash compensation in universities and senior colleges than in junior colleges; this may be due to the less frequent use of retirement and Social Security benefits in the junior colleges.

Comparison of median data on salary as a percentage of total compensation in institutions of varying Educational and General Budget size produces no conclusive results. Institutions with larger budgets tend to apply non-cash compensation more uniformly to professional administrative staff than do institutions having smaller budgets.

TABLE 35: RANGE OF DOLLAR VALUE OF RETIREMENT CONTRIBUTIONS TO PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF RETIREMENT VALUES MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	900	0	1,100	1,696	2,850	18,588
2	CHIEF ACADEMIC OFFICER	873	0	813	1,280	2,016	8,700
3	REGISTRAR	849	0	490	810	1,300	4,987
5	HEAD LIBRARIAN	905	0	537	980	1,371	6,508
8	CHIEF BUSINESS OFFICER	898	0	743	1,188	1,898	8,400
10	DIRECTOR, PERSONNEL SERVICES	369	0	575	900	1,280	4,121
11	DIRECTOR, PHYSICAL PLANT	757	0	462	814	1,310	5,196
13	COMPTROLLER	538	0	613	978	1,404	5,607
17	CHIEF DEVELOPMENT OFFICER	582	0	690	1,150	1,800	7,600
18	CHIEF PUBLIC RELATIONS OFFICER	531	0	490	805	1,360	5,566
20	CHIEF STUDENT LIFE OFFICER	661	0	690	1,050	1,546	5,737
28	DIR./DEAN, ARCHITECTURE	46	0	1,170	1,513	2,580	5,400
29	DIR./DEAN, AGRICULTURE	51	0	1,003	1,540	2,199	5,088
30	DIR./DEAN, ARTS & SCIENCES	317	0	1,044	1,500	2,265	7,500
31	DIR./DEAN, BUSINESS	291	0	954	1,490	2,095	5,358
32	DIR./DEAN, DENTISTRY	40	0	1,382	1,988	2,993	7,602
33	DIR./DEAN, EDUCATION	263	0	1,032	1,500	2,128	6,982
34	DIR./DEAN, ENGINEERING	149	0	1,082	1,540	2,845	7,212
35	DIR./DEAN, EXTENSION	162	0	890	1,312	2,060	7,576
36	DIR./DEAN, FINE ARTS	132	0	692	1,254	1,749	6,782
37	DIR./DEAN, GRADUATE PROGRAMS	259	0	1,120	1,528	2,175	6,982
38	DIR./DEAN, HOME ECONOMICS	69	0	749	1,248	1,736	4,670
39	DIR./DEAN, LAW	89	0	1,911	1,951	3,100	9,785
40	DIR./DEAN, MEDICINE	49	0	1,510	2,616	4,443	9,401
41	DIR./DEAN, MUSIC	92	0	734	1,268	1,780	4,780
42	DIR./DEAN, NURSING	167	0	726	1,123	1,787	5,322
43	DIR./DEAN, PHARMACY	47	0	1,260	1,590	2,740	5,013
44	DIR./DEAN, SOCIAL WORK	66	0	776	1,494	2,400	6,619
45	DIR./DEAN, TECHNOLOGY	87	0	932	1,318	2,073	5,783
46	DIR./DEAN, VOCATIONAL EDUC.	119	0	604	988	1,291	3,197

TABLE 36: RANGE OF DOLLAR VALUE OF INSURANCE CONTRIBUTIONS TO PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF INSURANCE VALUES MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	900	0	108	242	441	13,590
2	CHIEF ACADEMIC OFFICER	873	0	100	220	389	3,799
3	REGISTRAR	849	0	89	197	318	1,776
5	HEAD LIBRARIAN	905	0	82	195	339	1,876
8	CHIEF BUSINESS OFFICER	898	0	101	229	391	3,799
10	DIRECTOR, PERSONNEL SERVICES	369	0	72	206	389	1,523
11	DIRECTOR, PHYSICAL PLANT	757	0	90	208	352	3,799
13	COMPTROLLER	538	0	105	220	376	1,852
17	CHIEF DEVELOPMENT OFFICER	582	0	117	227	365	1,967
18	CHIEF PUBLIC RELATIONS OFFICER	531	0	108	208	368	4,790
20	CHIEF STUDENT LIFE OFFICER	661	0	104	227	379	3,799
28	DIR./DEAN, ARCHITECTURE	46	0	74	129	302	849
29	DIR./DEAN, AGRICULTURE	51	0	90	201	361	981
30	DIR./DEAN, ARTS & SCIENCES	317	0	95	219	398	2,816
31	DIR./DEAN, BUSINESS	291	0	77	206	378	2,509
32	DIR./DEAN, DENTISTRY	40	0	6	152	384	993
33	DIR./DEAN, EDUCATION	263	0	88	192	365	2,560
34	DIR./DEAN, ENGINEERING	149	0	80	210	903	1,049
35	DIR./DEAN, EXTENSION	162	0	98	195	378	963
36	DIR./DEAN, FINE ARTS	132	0	32	189	395	1,370
37	DIR./DEAN, GRADUATE PROGRAMS	259	0	90	191	346	1,147
38	DIR./DEAN, HOME ECONOMICS	69	0	59	154	258	964
39	DIR./DEAN, LAW	89	0	17	200	422	986
40	DIR./DEAN, MEDICINE	49	0	67	221	903	1,562
41	DIR./DEAN, MUSIC	92	0	23	184	308	876
42	DIR./DEAN, NURSING	167	0	93	200	350	1,298
43	DIR./DEAN, PHARMACY	47	0	12	127	336	993
44	DIR./DEAN, SOCIAL WORK	66	0	0	132	315	948
45	DIR./DEAN, TECHNOLOGY	87	0	40	204	429	3,799
46	DIR./DEAN, VOCATIONAL EDUC.	119	0	31	190	351	1,932

TABLE 37A: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 965 INSTITUTIONS, 1971-72

TOTAL COMPENSATION RANGE	PRES CH EX OFFR	CHIEF ACAD OFFR	REGISR	HEAD LIBR	CHIEF BUSN OFFR	DIR PER SERVS	DIR PHYS PLT	COMPT	CHIEF DEV OFFR	CHIEF FR OFFR	CHIEF ST LIFE OFFR	ARCHI-TECTURE
POSITION	1	2	3	5	8	10	11	13	17	18	20	28
OVER 115,000	1											
95,000 - 99,999	1											
90,000 - 94,999	2											
85,000 - 89,999	3											
80,000 - 84,999	3											
75,000 - 79,999	4											
70,000 - 74,999	15											
68,000 - 69,999	1											
66,000 - 67,999	2											
65,000 - 65,999	1											
64,000 - 64,999	1											
63,000 - 63,999	1											
62,000 - 62,999	3											
61,500 - 61,999	1	1										
61,000 - 61,499	1											
60,000 - 60,999	4											
59,000 - 59,999	2				1							
58,000 - 58,999	3											
58,500 - 58,999	3											
58,000 - 58,499	2											
57,500 - 57,999	5											
57,000 - 57,499	2											
56,000 - 56,999	4											
56,000 - 56,499	2				1							
55,500 - 55,999	3											
55,000 - 55,499	2	1										
54,500 - 54,999	1	1										
54,000 - 54,999	2	1										
53,500 - 53,999	1	1										
53,000 - 53,499	4	1										
52,500 - 52,999	4	1										
52,000 - 52,499	2	1										
51,500 - 51,999	2	1			2							
51,000 - 51,499	4				2				1			
50,500 - 50,999	7								1			
50,000 - 50,499	4	2							2			
49,500 - 49,999	4											
49,000 - 49,999	11				2							
48,500 - 48,999	3	1			1							
48,000 - 48,499	6											
47,500 - 47,999	12	1			1							
47,000 - 47,499	7	1			1				1			
46,500 - 46,999	14	1			1				1	1		
46,000 - 46,499	12	1			2							
45,500 - 45,999	8	3			1				1			
45,000 - 45,499	5	2			1							
44,500 - 44,999	6	2			1					1		
44,000 - 44,499	8	3			2				1			
43,500 - 43,999	9	2			2				2			
43,000 - 43,499	12	3			2				2			
42,500 - 42,999	11	4							1			
42,000 - 42,499	9	2			3							
41,500 - 41,999	9	1		1	1				1			
41,000 - 41,499	6	3		2	4				1	1	1	
40,500 - 40,999	8	4		1	5				1	1		1
40,000 - 40,499	16	7			4				1			
39,500 - 39,999	12	1			1			1	1	1	2	1
39,000 - 39,499	11	5		1	3				1	2		
38,500 - 38,999	16	2		1	2		1		2			
38,000 - 38,499	13	2		1	1		1					
37,500 - 37,999	17	6			3		1			1		1
37,000 - 37,499	19	8		1	5					1	2	
36,500 - 36,999	11	6			3				2	1		1
36,000 - 36,499	18	6			4				4	1	1	1
35,500 - 35,999	15	11		2	5				1	5	2	1
35,000 - 35,499	11	8		4	11		1		4	2	3	
34,500 - 34,999	14	14			8				2		2	1
34,000 - 34,499	19	9		1	11			1		3	2	
33,500 - 33,999	20	8		2	6			2	4	2	3	
33,000 - 33,499	21	6		1	11	1		1	4		1	1
32,500 - 32,999	14	14		3	10			3	4	1	8	
32,000 - 32,499	17	4	1	2	6		1	2	3	1	2	
31,500 - 31,999	18	9		5	14	1	2		5	1	5	
31,000 - 31,499	21	13		1	9	1	1	1	5	1	3	
30,500 - 30,999	22	14	1		12	2	2	2	7	1	6	3
30,000 - 30,499	21	22	1	4	6	1		3	7	1	7	
29,500 - 29,999	12	13	1	4	12		4	4	8	1	7	1
29,000 - 29,499	15	17	3	4	11	3			8	1	8	
28,500 - 28,999	20	18	1	5	14		4	5	4	1	11	3
28,000 - 28,499	19	15	4	7	15	2	4	4	6	1	7	3
27,500 - 27,999	19	30	5	11	10	3	6	4	11	4	13	4
27,000 - 27,499	19	28	3	6	14	3	8		9	4	9	1
26,500 - 26,999	15	22	2	8	14	1	6	6	12	3	7	3
26,000 - 26,499	19	29	5	10	22	4	2	3	16	3	10	1
25,500 - 25,999	15	21	4	12	22	1	10	3	11	3	17	6
25,000 - 25,499	7	29	10	12	26	5	6	6	19	4	14	
24,500 - 24,999	11	26	4	12	19	6	5	7	15	8	20	
24,000 - 24,499	9	24	5	13	17	6	5	5	7	6	17	
23,500 - 23,999	14	23	9	11	24	6	6	10	14	4	17	1
23,000 - 23,499	10	25	8	14	24	7	14	12	14	8	19	2
22,500 - 22,999	13	21	11	23	17	10	10	17	16	6	14	3
22,000 - 22,499	7	19	15	17	24	3	8	7	13	11	26	
21,500 - 21,999	11	20	13	24	22	4	17	13	12	10	23	1
21,000 - 21,499	10	19	15	24	21	12	21	14	27	13	16	
20,500 - 20,999	4	23	11	14	26	10	19	20	21	14	20	1
20,000 - 20,499	6	22	14	26	22	9	23	21	15	14	20	1
19,500 - 19,999	8	23	26	17	23	15	18	23	14	12	14	
19,000 - 19,499	4	26	18	25	29	10	23	23	23	14	21	1
18,500 - 18,999	5	22	26	32	21	15	22	19	19	16	23	1
18,000 - 18,499	17	14	29	36	25	9	26	15	12	21	14	
17,500 - 17,999	3	14	30	20	25	21	22	28	21	18	21	1
17,000 - 17,499	5	16	36	29	24	13	21	19	18	19	19	
16,500 - 16,999	7	15	38	32	23	15	24	17	24	14	18	
16,000 - 16,499	2	13	33	40	27	14	33	26	19	19	30	
15,500 - 15,999	2	10	38	36	21	16	32	18	15	21	19	
15,000 - 15,499	1	11	41	33	15	15	26	17	17	15	13	1
14,500 - 14,999	1	7	35	26	21	17	25	28	9	22	14	
14,000 - 14,499	1	6	44	34	11	12	20	14	7	12	12	
13,500 - 13,999	1	10	26	36	20	14	27	9	13	17	14	
13,000 - 13,499	2	9	35	39	14	18	29	16	7	14	15	
12,500 - 12,999		6	34	31	12	17	34	16	9	19	14	
12,000 - 12,499	1		27	26	9	13	21	16	3	13	11	1
11,500 - 11,999		1	21	23	10	13	33	14	7	18	9	
11,000 - 11,499	2	3	17	25	7	13	25	8	2	16	9	
10,500 - 10,999	1	2	21	20	7	7	25	9	4	21	5	
10,000 - 10,499		3	25	19	6	9	17	9	2	15	5	
9,500 - 9,999		1	12	11	4	4	16	7	2	6	2	
9,000 - 9,499		1	18	6	2	5	13	4	3	8	5	
8,500 - 8,999			11	5	1		10	3	3	6	2	
8,000 - 8,499	1		19	4	2	1	9	3	1	8	1	
7,500 - 7,999		1	13	3	1	2	3	2		5		
7,000 - 7,499			2	2	1	1	7	2				
6,500 - 6,999			1	1			4	1	1			
6,000 - 6,499			4	2		1				1		
5,500 - 5,999			1		1			1				
5,000 - 5,499			2				1		1	2		
LESS THAN 5,000							1			1		
NUMBER INSTITUTIONS	600	771	864	905	898	399	757	538	892	531	681	96
AVERAGE	36,231	25,853	16,007	18,034	23,218	17,075	16,612	18,200	22,096	17,539	20,822	27,093

TABLE 37B: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

TOTAL COMPENSATION RANGE	DIRECTOR/DEAN AGRI-CULTURE	ARTS & SCIENCES	BUSI-NESS	DEN-TISTRY	EDUCA-TION	ENGI-NEERING	EXTEN-SION	FINE ARTS	GRADUATE PROGRAMS	HOME ECO-NOMICS	LAW	MEDI-CINE
POSITION	29	30	31	32	33	34	35	36	37	38	39	40
$64,500 - 64,999			1									
$63,500 - 63,999												1
$57,000 - 57,499												1
$56,000 - 56,499												1
$55,500 - 55,999												1
$54,500 - 54,999												1
$54,000 - 54,499												1
$53,000 - 53,499												1
$51,500 - 51,999												1
$50,500 - 50,999												2
$50,000 - 50,499												1
$49,500 - 49,999												1
$49,000 - 49,499			1			1						2
$47,500 - 47,999		1										1
$46,500 - 46,999					1	1						1
$46,000 - 46,499				1								
$45,500 - 45,999		1										
$45,000 - 45,499		2		1	1				2		2	1
$44,500 - 44,999												2
$44,000 - 44,499			1			1			1		2	3
$43,500 - 43,999			1	1					2			1
$43,000 - 43,499				2		1			1		2	1
$42,500 - 42,999			1	1	1	1	1		1			1
$42,000 - 42,499	1	1	1			1			1		2	
$41,500 - 41,999		2				1	1	1			3	2
$41,000 - 41,499	1	1				3	1			1	1	3
$40,500 - 40,999		1	1	1	2	3					2	1
$40,000 - 40,499		2	1	2		3			3		1	1
$39,500 - 39,999		3	4	2	1	1			1		1	
$39,000 - 39,499		1	1	1			1		2			1
$38,500 - 38,999	1	1	5	3	2	2			2		1	3
$38,000 - 38,499	1	3		3	1	3			1		1	
$37,500 - 37,999	1	3			3	1			1		4	
$37,000 - 37,499		3	2	2		2					4	1
$36,500 - 36,999	1	1	3	1	4	1					4	
$36,000 - 36,499		3	5	2	4	2			4		3	1
$35,500 - 35,999		4	3	1	2	2		2	5		5	
$35,000 - 35,499	1	5	6	1	2	4	2		5		2	
$34,500 - 34,999	1	4	2		4	3			1		4	2
$34,000 - 34,499			6		6	2	1		3	1	3	1
$33,500 - 33,999	1	4	2		3	1	1	2	3		2	1
$33,000 - 33,499		7	5	3	5	2	1	2	3		1	1
$32,500 - 32,999		9	2	1	4	5	1	3	6			2
$32,000 - 32,499	1	5	5		4	5	1	1	3		5	1
$31,500 - 31,999	1	6	6		6	3	1	1	4	2	3	
$31,000 - 31,499	2	4	9		5	5	4	2	4	1	1	
$30,500 - 30,999	1	6	5	2	4	7	2	1	6		4	
$30,000 - 30,499	1	13	7		7	3	4	4	6		2	
$29,500 - 29,999	2	5	7		5	4	3	4	5	3	3	
$29,000 - 29,499		7	4		9	6	3	5	8		3	
$28,500 - 28,999		6	10		7	3	2		2		1	
$28,000 - 28,499	2	7	5	1	10	4	8	1	5	4	2	1
$27,500 - 27,999	1	8	10		10	6	3	5	8	4		
$27,000 - 27,499	4	11	8		10	2	3	4	10	1		
$26,500 - 26,999	3	11	4		6	1	4	2	13	3		
$26,000 - 26,499	2	12	4		9	2	4	1	11	3	1	
$25,500 - 25,999	3	17	8		7	5	2	3	12	1	1	
$25,000 - 25,499	1	19	10		5	4	3	4	8		2	
$24,500 - 24,999	1	14	1		16	1	3	2	14	1	1	
$24,000 - 24,499	2	14	10		12	3	4	4	10	1		2
$23,500 - 23,999		12	12		9	5	3	4	7	3	1	
$23,000 - 23,499	3	8	8		12	2	7	4	10	1	2	
$22,500 - 22,999	2	4	9		3		6	5	4	2		
$22,000 - 22,499	1	10	5		9	1	7	5	10	1	1	
$21,500 - 21,999	1	6	3	2	6	1	4	4	5	2		
$21,000 - 21,499	1	4	1	1		3	4	2	5	4		
$20,500 - 20,999		2	5		4	3	2	5	3	3		
$20,000 - 20,499		3	4		1	2	3	4	4	4		
$19,500 - 19,999		3	3		5	3	4	5	1	2		
$19,000 - 19,499	1	3	2		3	1	3	1	4	2		
$18,500 - 18,999		5	4		4	1	4	2	1			
$18,000 - 18,499	2	3	4		4	2	5	4	2	2		
$17,500 - 17,999		6	5	1	3		3		2			
$17,000 - 17,499	1	3	5	1	1	2	7		3			
$16,500 - 16,999		1	4	1	4	1	4	2	4			
$16,000 - 16,499		5	1		1		1	1	3	2		
$15,500 - 15,999		2	3		1	2	7	1	1	1		
$15,000 - 15,499	1	1	4		1	2			2	3		
$14,500 - 14,999	1	1	4	1	2	2	4	5	2	1		
$14,000 - 14,499		2			6	2	2	1				
$13,500 - 13,999		1	4	1					1	3	1	
$13,000 - 13,499	1	1	1		2		4	2		1		
$12,500 - 12,999		1	3		3	2	3	3	1	2		
$12,000 - 12,499		2	1		1		1	3				
$11,500 - 11,999		1	1		1		1			3		
$11,000 - 11,499			2			1	1	1		1		
$10,500 - 10,999		1	3		1		2	1	1	1		
$10,000 - 10,499			1				1	1	1			
$9,500 - 9,999		1					1					
$9,000 - 9,999			2									
NUMBER INDIVIDUALS	51	317	291	40	261	149	142	132	259	69	84	49
AVERAGE	27,175	24,965	26,091	33,970	26,498	29,109	27,874	23,678	27,033	21,929	34,210	42,845

TABLE 37C: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 963 INSTITUTIONS, 1971-72

TOTAL COMPENSATION RANGE		DIRECTOR/DEAN					
		MUSIC	NURSING	PHARMACY	SOCIAL WORK	TECHNOLOGY	VOC. EDUCATION
POSITION		41	42	43	44	45	46
63,000 -	63,499					1	
49,000 -	49,499				1		
41,500 -	41,999			2			
40,500 -	40,999		1		1		
39,500 -	39,999		1	1			
39,000 -	39,499	1					
38,500 -	38,999				1	1	
37,000 -	37,499	2		1	1		
36,500 -	36,999			1			
36,000 -	36,499			1			
35,500 -	35,999			2			1
35,000 -	35,499				2		
34,500 -	34,999		1	2	1		
34,000 -	34,499					1	1
33,500 -	33,999				2	1	
33,000 -	33,499		3	2	3	1	
32,500 -	32,999		3	2		1	
32,000 -	32,499			1			
31,500 -	31,999	2	1	2	1		
31,000 -	31,499			3	2	1	1
30,500 -	30,999	4		2	4		1
30,000 -	30,499	1	5	1	1	1	
29,500 -	29,999		4		2		1
29,000 -	29,499	2	3	2	4	3	
28,500 -	28,999	3		4	2	2	
28,000 -	28,499	1	1		1	4	1
27,500 -	27,999	1	3	1	3	4	
27,000 -	27,499	2	5	3	2	3	1
26,500 -	26,999	1	7	3	1		3
26,000 -	26,499	4	4			1	3
25,500 -	25,999	3	4	2	1	4	3
25,000 -	25,499	1	3	2	4	1	1
24,500 -	24,999	2	2	1		3	2
24,000 -	24,499	2	6	4	1	3	3
23,500 -	23,999	4	5		3	2	4
23,000 -	23,499	4	5		1	4	3
22,500 -	22,999	1	4		1	2	4
22,000 -	22,499	2	5		1	3	4
21,500 -	21,999	1	3			4	2
21,000 -	21,499	4	7	1	1	2	4
20,500 -	20,999	3	4	1	1	2	4
20,000 -	20,499	4	3				3
19,500 -	19,999	1	4			2	4
19,000 -	19,499	2	8		1	1	3
18,500 -	18,999	2	2		1	2	7
18,000 -	18,499	2	2		1	4	3
17,500 -	17,999	3	4		2	2	5
17,000 -	17,499		5			4	3
16,500 -	16,999	3	4		2	3	3
16,000 -	16,499		7			2	3
15,500 -	15,999	3	6		1	1	3
15,000 -	15,499	1	2		3	2	4
14,500 -	14,999		6			1	4
14,000 -	14,499	2	3			1	4
13,500 -	13,999	1	1				4
13,000 -	13,499	2	5		1		1
12,500 -	12,999	1	2				4
12,000 -	12,499				1		
11,500 -	11,999	3	1				1
11,000 -	11,499	3			1	1	
10,500 -	10,999	2	1				
10,000 -	10,499		1		1		
9,500 -	9,999	1	3				
9,000 -	9,499	2					
8,000 -	8,499	1					
7,000 -	7,499		1				
NUMBER INDIVIDUALS		92	147	47	66	87	119
AVERAGE		21,408	21,599	30,160	24,137	23,593	20,183

TABLE 38-A: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 281 JUNIOR COLLEGES, 1971-72

TOTAL COMPENSATION RANGE	PRES CH EX OFFR	CHIEF ACAD OFFR	REGISR	HEAD LIBR	CHIEF BUSN OFFR	DIR PER SERVS	DIR PHYS PLT	COMPT	CHIEF DEV OFFR	CHIEF PR OFFR	CHIEF ST LIFE OFFR	DIR/DEAN ARTS & SCIENCES
POSITION	1	2	3	5	8	10	11	13	17	18	20	30
$59,000 - $59,499	1											
$51,000 - $51,499	1											
$48,500 - $48,999	1											
$47,500 - $47,999	1											
$46,000 - $46,499	1											
$45,500 - $45,999	1											
$44,000 - $44,499	1											
$43,000 - $43,499	3											
$42,500 - $42,999	2											
$41,500 - $41,999	3											
$40,500 - $40,999	1											
$40,000 - $40,499	2											
$39,500 - $39,999	1											
$39,000 - $39,499	2											
$38,500 - $38,999	2											
$38,000 - $38,499	3											
$37,500 - $37,999	2											
$37,000 - $37,499	4											
$36,500 - $36,999	3											
$36,000 - $36,499	3				1							
$35,500 - $35,999	8											
$35,000 - $35,499	3											
$34,500 - $34,999	7	1			1							
$34,000 - $34,499	7											
$33,500 - $33,999	4	1										
$33,000 - $33,499	5											
$32,500 - $32,999	10	3									1	
$32,000 - $32,499	7				1							
$31,500 - $31,999	5				2						1	
$31,000 - $31,499	7				2	1						
$30,500 - $30,999	11	2									1	
$30,000 - $30,499	9	4			1				1		2	
$29,500 - $29,999	7	2		1	2							
$29,000 - $29,499	12	4	1		3	1					3	2
$28,500 - $28,999	10	4			3		1					
$28,000 - $28,499	4	4	1	1	2						1	
$27,500 - $27,999	8	6	1	1	2		2		1		1	
$27,000 - $27,499	4	6	1	1	2						3	2
$26,500 - $26,999	6	6			3	1					1	3
$26,000 - $26,499	7	10			5	1			1		3	1
$25,500 - $25,999	9	4	1	1	4	1	1		1		2	1
$25,000 - $25,499	2	9	4		5		1		1		4	3
$24,500 - $24,999	7	11	2	2	4			2	1	2	1	1
$24,000 - $24,499	4	8	2	2	6	1	1	1			3	3
$23,500 - $23,999	5	7	1		8		2	1	1		8	2
$23,000 - $23,499	6	11		5	9	3	1	1	1	1	4	1
$22,500 - $22,999	7	7	2	9	5	1	1		3	1	3	1
$22,000 - $22,499	5	8	4	2	7	1				2	12	2
$21,500 - $21,999	7	11	1	5	10	1	3	2	1	1	7	3
$21,000 - $21,499	6	11	3	10	5	1			4	1	6	1
$20,500 - $20,999	2	10	3	6	10	3	4	1	1	2	8	1
$20,000 - $20,499	2	10	6	7	8	3	1	4	3	1	3	3
$19,500 - $19,999	4	9	7	4	7	4	1	8	1	3	3	2
$19,000 - $19,499	2	11	9	8	5		4	4	2	2	5	1
$18,500 - $18,999	4	10	3	9	5	3	2	2	2	5	5	2
$18,000 - $18,499	11	9	4	11	12		4	5	3	5	6	3
$17,500 - $17,999	2	9	9	7	4	2	3	8	1	8	7	5
$17,000 - $17,499	2	4	11	5	12	4	7	3	4	3	3	1
$16,500 - $16,999	1	7	11	9	8	4	4	3	8	4	9	
$16,000 - $16,499	1	6	9	14	11	4	8	4	5	4	13	4
$15,500 - $15,999	1	5	11	11	12	1	9	5	4	4	4	1
$15,000 - $15,499	2	5	6	9	8	2	5	4	1	3	4	
$14,500 - $14,999	2	4	7	8	8	5	8	4	3	7	3	1
$14,000 - $14,499	1	3	13	14	2	5	8	7	2	3	3	
$13,500 - $13,999	1	7	9	13	10	5	8	1	1	4	4	1
$13,000 - $13,499		2	13	18	4	4	5	6	2	4	6	
$12,500 - $12,999		3	11	14	7	6	11	3		4	2	2
$12,000 - $12,499			9	9	1	2	7	2	1		1	1
$11,500 - $11,999			6	11	7	1	9	3	3	7	4	
$11,000 - $11,499	2	2	4	7	3		5	4	1	1	6	
$10,500 - $10,999		1	7	10	4		7	1	1	4		1
$10,000 - $10,499			5	6	1	1	7	4	1	4	4	
$9,500 - $9,999		2	6	8	3	1	5		2	3	1	
$9,000 - $9,499			7	3	1	1	2	2		1	2	
$8,500 - $8,999			2	1	1		1	1	1	1	1	
$8,000 - $8,499			7	2	1		7	2	1	4	1	
$7,500 - $7,999			2	2		1	2	1				
$7,000 - $7,499			1		2		3	1				
$6,500 - $6,999			1	1	1	1	3	1	1			
$6,000 - $6,499			1	1						1		
$5,500 - $5,999					1							
$5,000 - $5,499			1				1			1		
LESS THAN $5,000										1		
NUMBER INDIVIDUALS	277	241	224	247	254	80	166	100	71	102	174	88
AVERAGE	28,810	21,697	15,373	15,856	19,227	16,923	19,910	15,728	17,380	15,226	19,002	20,723

TABLE 38-B: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 281 JUNIOR COLLEGES, 1971-72

TOTAL COMPENSATION RANGE	DIRECTOR/DEAN									
	BUSI-NESS	EDUCA-TION	ENGI-NEERING	EXTEN-SION	FINE ARTS	HOME ECO-NOMICS	NURS-ING	SOCIAL WORK	TECH-NOLOGY	VOC EDU-CATION
POSITION	31	33	34	35	36	38	42	44	45	46
30,000 - 30,499	1								1	
29,500 - 29,999										1
29,000 - 29,499	2				1					
28,500 - 28,999	1									
28,000 - 28,499			1					1	2	1
27,500 - 27,999	1				1		1		2	
26,500 - 26,999	2									3
26,000 - 26,499	1			1			1		1	2
25,500 - 25,999	1		1						1	2
25,000 - 25,499	1		1	1	1		1	1		1
24,500 - 24,999			1				1			
24,000 - 24,499		1			1			1	1	1
23,500 - 23,999	2	1			1	1	2			4
23,000 - 23,499				1			1		3	3
22,500 - 22,999	2			3	2				2	4
22,000 - 22,499	1			3			1		3	4
21,500 - 21,999	1		1	2	1		1		1	2
21,000 - 21,499			1	1			1		1	5
20,500 - 20,999			2		1	1	1	1	2	3
20,000 - 20,499	4		1	2	5	2	1			3
19,500 - 19,999	1		2	1	2		2		1	3
19,000 - 19,499	1		1	2	1	1	2	1		2
18,500 - 18,999	4	1		3	1		1			3
18,000 - 18,499	2	2		1	2	1		1	3	2
17,500 - 17,999	2			1			2			2
17,000 - 17,499	1	1	2	1			3		3	3
16,500 - 16,999	4	1	1		1		2	1	5	5
16,000 - 16,499	1			1			4		2	3
15,500 - 15,999	2	1	2	1			3		1	3
15,000 - 15,499	5		2			3	1	2	1	4
14,500 - 14,999	4	1	1	3	2		3		1	3
14,000 - 14,499		3	2	2			3			4
13,500 - 13,999	3					1	1			4
13,000 - 13,499	1			2			3			1
12,500 - 12,999		1	2	1	1		2			4
12,000 - 12,499					2					
11,500 - 11,999	1			1			1			1
11,000 - 11,499			1	1	1	1		1	1	
10,500 - 10,999	1			2	1		1			
10,000 - 10,499	1						1	1		
9,000 - 9,499	2									
7,000 - 7,499							1			
NUMBER INDIVIDUALS	57	13	25	37	28	11	48	11	30	88
AVERAGE	18,784	17,177	18,915	18,159	19,222	17,543	17,308	18,470	20,598	19,342

TABLE 39: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	908	8,976	27,650	34,069	42,878	131,387
2	CHIEF ACADEMIC OFFICER	873	7,748	20,091	25,068	30,180	61,876
3	REGISTRAR	854	5,213	12,933	15,627	18,904	33,192
5	HEAD LIBRARIAN	905	4,829	13,695	17,022	21,586	41,981
8	CHIEF BUSINESS OFFICER	898	8,882	17,196	22,014	27,716	59,820
10	DIRECTOR, PERSONNEL SERVICES	369	4,708	13,329	16,830	20,075	33,958
11	DIRECTOR, PHYSICAL PLANT	747	5,414	12,542	15,967	19,997	38,938
13	COMPTROLLER	538	8,691	14,587	17,982	21,114	39,827
17	CHIEF DEVELOPMENT OFFICER	582	5,138	16,952	21,006	26,062	51,136
18	CHIEF PUBLIC RELATIONS OFFICER	531	4,992	12,883	16,631	20,519	46,686
20	CHIEF STUDENT LIFE OFFICER	661	8,140	16,328	20,918	24,859	41,186
28	DIR./DEAN, ARCHITECTURE	46	12,046	23,284	27,022	29,647	40,515
29	DIR./DEAN, AGRICULTURE	51	13,368	23,079	26,686	31,270	42,289
30	DIR./DEAN, ARTS & SCIENCES	317	9,634	23,394	26,296	31,025	47,986
31	DIR./DEAN, BUSINESS	291	9,196	20,626	24,098	31,136	44,639
32	DIR./DEAN, DENTISTRY	48	13,408	30,755	37,014	39,588	46,570
33	DIR./DEAN, EDUCATION	243	10,917	23,005	26,358	30,369	46,706
34	DIR./DEAN, ENGINEERING	149	11,113	23,981	29,486	34,961	48,048
35	DIR./DEAN, EXTENSION	142	9,544	17,874	22,598	27,927	42,994
36	DIR./DEAN, FINE ARTS	132	10,927	20,082	23,589	28,670	41,794
37	DIR./DEAN, GRADUATE PROGRAMS	259	10,390	23,222	26,984	30,583	45,496
38	DIR./DEAN, HOME ECONOMICS	49	10,844	16,078	21,388	27,028	41,386
39	DIR./DEAN, LAW	89	13,500	30,586	34,723	37,749	48,992
40	DIR./DEAN, MEDICINE	49	24,378	36,885	42,628	48,600	63,981
41	DIR./DEAN, MUSIC	92	8,976	16,893	21,228	26,283	39,169
42	DIR./DEAN, NURSING	167	7,138	16,871	21,202	26,098	40,684
43	DIR./DEAN, PHARMACY	47	20,800	26,648	29,962	33,086	41,705
44	DIR./DEAN, SOCIAL WORK	66	10,945	21,180	27,222	30,725	44,186
45	DIR./DEAN, TECHNOLOGY	87	11,139	18,309	23,096	27,944	63,214
46	DIR./DEAN, VOCATIONAL EDUC.	119	11,721	16,586	19,672	23,108	38,940

TABLE 40: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 487 PUBLIC INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	482	14,784	28,626	33,792	40,607	82,476
2	CHIEF ACADEMIC OFFICER	454	10,986	22,091	24,319	30,482	55,397
3	REGISTRAR	437	6,177	14,431	17,061	20,219	32,142
5	HEAD LIBRARIAN	472	6,967	15,682	18,744	23,103	41,017
8	CHIEF BUSINESS OFFICER	461	6,785	18,383	23,014	28,040	59,820
10	DIRECTOR, PERSONNEL SERVICES	241	6,647	13,972	16,616	20,006	33,958
11	DIRECTOR, PHYSICAL PLANT	398	5,414	13,821	17,089	21,043	38,938
13	COMPTROLLER	271	6,866	15,538	18,549	21,401	39,827
17	CHIEF DEVELOPMENT OFFICER	194	5,138	17,529	21,131	26,095	43,912
18	CHIEF PUBLIC RELATIONS OFFICER	243	6,961	15,039	18,154	21,962	46,686
20	CHIEF STUDENT LIFE OFFICER	340	8,595	18,636	22,275	26,119	41,186
28	DIR./DEAN, ARCHITECTURE	35	12,046	23,438	27,666	29,928	40,515
29	DIR./DEAN, AGRICULTURE	48	13,368	23,256	26,619	30,984	42,289
30	DIR./DEAN, ARTS & SCIENCES	238	12,308	23,829	26,211	30,466	47,986
31	DIR./DEAN, BUSINESS	219	11,130	21,609	24,009	30,166	43,776
32	DIR./DEAN, DENTISTRY	39	13,408	21,699	35,763	39,306	46,570
33	DIR./DEAN, EDUCATION	207	14,078	23,594	26,683	30,600	45,474
34	DIR./DEAN, ENGINEERING	104	12,782	23,989	29,497	33,789	48,048
35	DIR./DEAN, EXTENSION	132	11,200	18,020	22,475	27,408	42,994
36	DIR./DEAN, FINE ARTS	102	12,196	20,634	24,037	29,414	41,794
37	DIR./DEAN, GRADUATE PROGRAMS	179	13,545	24,604	26,798	30,930	45,496
38	DIR./DEAN, HOME ECONOMICS	43	10,844	16,117	21,700	27,089	39,016
39	DIR./DEAN, LAW	43	13,500	29,636	34,420	37,181	43,962
40	DIR./DEAN, MEDICINE	32	24,378	34,790	40,951	46,826	57,262
41	DIR./DEAN, MUSIC	60	11,044	18,922	23,525	27,139	39,169
42	DIR./DEAN, NURSING	128	9,809	16,988	21,252	24,966	39,684
43	DIR./DEAN, PHARMACY	37	20,300	26,498	30,861	33,382	41,705
44	DIR./DEAN, SOCIAL WORK	49	10,945	23,371	27,501	30,773	40,542
45	DIR./DEAN, TECHNOLOGY	79	11,139	18,309	23,426	27,944	34,235
46	DIR./DEAN, VOCATIONAL EDUC.	112	11,721	16,469	19,881	23,137	38,940

TABLE 41: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 29 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	27	23,189	35,027	39,377	46,121	72,703
2	CHIEF ACADEMIC OFFICER	24	19,991	29,935	28,941	32,123	63,014
3	REGISTRAR	28	9,134	13,842	15,178	18,213	26,007
5	HEAD LIBRARIAN	29	13,186	16,478	18,734	24,336	28,686
8	CHIEF BUSINESS OFFICER	29	15,377	20,372	25,658	31,224	39,948
10	DIRECTOR, PERSONNEL SERVICES	21	10,297	17,533	15,875	19,429	23,664
11	DIRECTOR, PHYSICAL PLANT	28	10,322	14,205	18,543	20,805	27,119
13	COMPTROLLER	20	11,958	15,496	17,385	20,941	29,636
17	CHIEF DEVELOPMENT OFFICER	16	14,070	18,138	21,849	22,850	26,589
18	CHIEF PUBLIC RELATIONS OFFICER	16	8,973	14,369	17,224	19,227	27,158
20	CHIEF STUDENT LIFE OFFICER	14	15,650	17,264	19,715	22,711	24,375
30	DIR./DEAN, ARTS & SCIENCES	19	18,642	21,777	24,984	28,315	33,511
31	DIR./DEAN, BUSINESS	11	17,928	20,424	23,474	24,759	30,216
33	DIR./DEAN, EDUCATION	10	18,223	21,528	23,373	24,373	28,244
37	DIR./DEAN, GRADUATE PROGRAMS	14	18,960	24,334	27,380	33,911	44,281
42	DIR./DEAN, NURSING	12	14,668	21,027	24,488	26,883	34,878

TABLE 42: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 44 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

	Position	No. Insts Rptd	Range of Total Compensation				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	44	30,076	34,216	39,544	48,231	65,849
2	CHIEF ACADEMIC OFFICER	43	24,863	27,418	29,106	33,494	39,438
3	REGISTRAR	42	11,529	15,190	18,933	21,181	28,908
5	HEAD LIBRARIAN	43	14,306	18,506	21,129	23,103	27,927
8	CHIEF BUSINESS OFFICER	43	17,571	23,018	26,767	29,508	36,290
10	DIRECTOR, PERSONNEL SERVICES	35	8,115	13,429	15,992	17,433	23,530
11	DIRECTOR, PHYSICAL PLANT	42	13,068	14,384	19,112	21,466	24,811
13	COMPTROLLER	36	12,696	17,099	19,119	21,472	28,990
17	CHIEF DEVELOPMENT OFFICER	27	12,966	17,351	21,608	25,164	33,385
18	CHIEF PUBLIC RELATIONS OFFICER	30	12,512	17,594	20,814	22,707	28,701
20	CHIEF STUDENT LIFE OFFICER	39	17,727	21,422	23,018	27,667	31,282
29	DIR./DEAN, AGRICULTURE	11	23,232	25,098	26,886	28,260	31,984
30	DIR./DEAN, ARTS & SCIENCES	41	21,422	25,234	27,139	29,096	37,849
31	DIR./DEAN, BUSINESS	36	18,671	24,401	26,788	28,839	33,388
33	DIR./DEAN, EDUCATION	41	19,896	24,736	27,208	29,034	33,928
34	DIR./DEAN, ENGINEERING	17	14,827	24,348	29,508	31,102	42,881
35	DIR./DEAN, EXTENSION	21	15,613	17,767	22,958	27,862	31,611
36	DIR./DEAN, FINE ARTS	15	20,570	23,624	27,537	29,914	38,088
37	DIR./DEAN, GRADUATE PROGRAMS	38	20,581	24,374	27,092	28,272	36,085
42	DIR./DEAN, NURSING	12	15,874	18,719	21,088	24,671	27,895

TABLE 43: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 78 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1971-72

	Position	No. Insts Rptd	Range of Total Compensation				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	77	30,884	43,478	48,789	57,333	82,476
2	CHIEF ACADEMIC OFFICER	77	28,309	32,016	35,831	40,130	55,397
3	REGISTRAR	76	13,395	18,586	21,021	23,232	32,192
5	HEAD LIBRARIAN	77	19,192	23,462	26,767	29,582	41,017
8	CHIEF BUSINESS OFFICER	78	19,391	28,859	33,118	36,837	49,820
10	DIRECTOR, PERSONNEL SERVICES	74	10,929	16,895	18,875	22,815	33,958
11	DIRECTOR, PHYSICAL PLANT	78	13,308	19,494	21,984	26,946	38,098
13	COMPTROLLER	69	14,329	20,346	22,321	26,436	39,827
17	CHIEF DEVELOPMENT OFFICER	45	19,919	26,171	29,870	32,175	43,912
18	CHIEF PUBLIC RELATIONS OFFICER	60	8,725	19,727	23,181	29,785	46,686
20	CHIEF STUDENT LIFE OFFICER	69	19,898	24,928	28,260	32,188	41,186
28	DIR./DEAN, ARCHITECTURE	35	22,783	24,424	27,986	29,297	40,815
29	DIR./DEAN, AGRICULTURE	31	22,784	26,860	31,270	35,938	42,289
30	DIR./DEAN, ARTS & SCIENCES	71	22,064	29,190	32,893	38,708	47,986
31	DIR./DEAN, BUSINESS	75	22,784	28,801	31,583	38,231	43,776
32	DIR./DEAN, DENTISTRY	16	28,146	33,139	37,806	41,808	44,970
33	DIR./DEAN, EDUCATION	74	19,747	28,216	31,900	36,606	48,476
34	DIR./DEAN, ENGINEERING	61	22,064	30,498	32,882	37,137	48,065
35	DIR./DEAN, EXTENSION	47	12,325	23,177	28,216	30,809	41,428
36	DIR./DEAN, FINE ARTS	30	23,200	27,674	29,709	32,163	38,986
37	DIR./DEAN, GRADUATE PROGRAMS	68	15,736	24,784	30,653	34,813	48,496
38	DIR./DEAN, HOME ECONOMICS	28	12,897	21,099	24,788	28,373	34,014
39	DIR./DEAN, LAW	34	23,000	32,083	34,828	37,388	43,962
40	DIR./DEAN, MEDICINE	21	32,188	37,030	43,367	47,964	57,262
41	DIR./DEAN, MUSIC	28	15,962	23,692	28,733	30,817	39,169
42	DIR./DEAN, NURSING	39	16,076	24,278	27,297	30,011	33,958
43	DIR./DEAN, PHARMACY	27	24,398	27,561	31,676	35,675	41,785
44	DIR./DEAN, SOCIAL WORK	36	23,030	27,762	30,194	33,684	40,542
45	DIR./DEAN, TECHNOLOGY	17	14,266	25,802	27,986	29,262	34,235
46	DIR./DEAN, VOCATIONAL EDUC.	31	17,996	20,624	25,884	30,629	34,936

TABLE 44: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 66 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	Position	No. Insts Rptd	Range of Total Compensation				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR.(PRES)	64	15,590	28,592	32,028	38,487	56,712
2	CHIEF ACADEMIC OFFICER	62	13,410	22,422	24,933	27,284	41,364
3	REGISTRAR	49	7,689	14,210	16,961	18,929	30,118
5	HEAD LIBRARIAN	45	8,096	15,627	16,774	19,607	35,318
8	CHIEF BUSINESS OFFICER	63	10,038	17,639	19,224	22,263	35,318
10	DIRECTOR, PERSONNEL SERVICES	19	10,284	11,048	12,384	15,599	27,227
11	DIRECTOR, PHYSICAL PLANT	45	7,393	12,581	14,761	16,055	27,815
13	COMPTROLLER	33	7,317	13,752	16,122	18,198	21,731
17	CHIEF DEVELOPMENT OFFICER	31	5,134	14,245	18,731	23,069	27,287
18	CHIEF PUBLIC RELATIONS OFFICER	36	9,189	13,095	14,548	17,105	27,142
20	CHIEF STUDENT LIFE OFFICER	45	10,795	17,302	19,395	21,953	28,500
30	DIR./DEAN, ARTS & SCIENCES	19	18,514	22,216	24,976	26,747	26,991
31	D.R./DEAN, BUSINESS	23	11,130	17,630	22,216	26,224	26,991
33	DIR./DEAN, EDUCATION	36	14,078	20,426	23,100	24,936	30,118
36	DIR./DEAN, FINE ARTS	11	14,078	16,230	21,775	22,524	25,695
37	DIR./DEAN, GRADUATE PROGRAMS	23	13,545	17,998	24,165	26,174	30,930
42	DIR./DEAN, NURSING	11	9,509	15,736	17,884	19,224	24,234

TABLE 45: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 30 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

	POSITION	NO. INDVS RPYD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	30	28,384	32,694	35,851	40,407	48,483
2	CHIEF ACADEMIC OFFICER	28	24,336	26,808	28,285	31,979	37,842
3	REGISTRAR	30	12,537	15,894	17,279	19,361	23,742
5	HEAD LIBRARIAN	30	12,537	17,178	21,728	23,283	27,629
8	CHIEF BUSINESS OFFICER	29	14,035	20,874	24,810	27,298	33,134
10	DIRECTOR, PERSONNEL SERVICES	25	10,511	13,261	15,803	17,834	25,985
11	DIRECTOR, PHYSICAL PLANT	30	12,951	15,675	17,988	20,877	26,481
13	COMPTROLLER	19	15,963	16,730	17,999	20,048	26,310
17	CHIEF DEVELOPMENT OFFICER	17	13,939	16,908	21,982	24,879	30,666
18	CHIEF PUBLIC RELATIONS OFFICER	28	10,639	15,872	18,113	21,286	25,329
20	CHIEF STUDENT LIFE OFFICER	26	10,774	21,476	24,089	28,946	29,986
30	DIR./DEAN, ARTS & SCIENCES	24	22,216	24,489	25,586	26,986	34,734
31	DIR./DEAN, BUSINESS	12	19,530	23,679	24,719	27,946	32,030
33	DIR./DEAN, EDUCATION	23	21,875	24,368	25,731	27,633	33,696
37	DIR./DEAN, GRADUATE PROGRAMS	26	21,943	23,875	25,819	26,732	30,998

TABLE 46: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 163 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

	POSITION	NO. INDVS RPYD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	163	14,789	22,903	27,861	30,996	44,106
2	CHIEF ACADEMIC OFFICER	151	10,986	18,416	20,952	23,492	30,172
3	REGISTRAR	130	6,177	12,784	14,992	17,023	25,829
5	HEAD LIBRARIAN	157	6,987	12,898	15,119	17,658	27,664
8	CHIEF BUSINESS OFFICER	146	6,768	15,046	17,584	20,880	32,081
10	DIRECTOR, PERSONNEL SERVICES	40	6,647	13,116	14,890	17,960	20,633
11	DIRECTOR, PHYSICAL PLANT	89	5,919	10,481	12,887	15,623	25,184
13	COMPTROLLER	46	6,864	11,243	14,048	15,534	20,885
17	CHIEF DEVELOPMENT OFFICER	92	11,872	14,774	16,736	19,384	22,638
18	CHIEF PUBLIC RELATIONS OFFICER	84	6,961	12,247	15,269	18,202	24,830
20	CHIEF STUDENT LIFE OFFICER	99	8,595	15,562	18,988	21,977	27,370
30	DIR./DEAN, ARTS & SCIENCES	32	12,305	16,176	18,979	21,177	29,181
31	DIR./DEAN, BUSINESS	29	11,843	14,879	16,648	18,926	26,506
34	DIR./DEAN, ENGINEERING	13	12,762	14,561	15,526	20,636	24,630
35	DIR./DEAN, EXTENSION	92	11,984	14,565	16,381	20,329	22,685
36	DIR./DEAN, FINE ARTS	12	12,196	13,969	16,928	20,111	23,404
42	DIR./DEAN, NURSING	26	10,998	13,582	15,820	17,338	23,999
45	DIR./DEAN, TECHNOLOGY	20	11,139	14,345	17,091	21,786	25,545
46	DIR./DEAN, VOCATIONAL EDUC.	58	11,721	14,803	17,582	21,451	23,861

TABLE 47: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 47 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

	POSITION	NO. INDVS RPYD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	47	24,285	31,222	34,221	38,025	51,178
2	CHIEF ACADEMIC OFFICER	45	18,319	23,922	25,976	28,765	32,601
3	REGISTRAR	42	8,038	16,889	19,572	21,807	27,509
5	HEAD LIBRARIAN	43	13,803	17,985	20,359	21,803	29,832
8	CHIEF BUSINESS OFFICER	45	15,968	21,961	24,233	27,815	31,949
10	DIRECTOR, PERSONNEL SERVICES	24	12,022	14,854	17,379	20,560	26,187
11	DIRECTOR, PHYSICAL PLANT	39	10,883	14,204	16,498	20,433	27,811
13	COMPTROLLER	30	9,075	17,313	19,034	20,318	25,712
17	CHIEF DEVELOPMENT OFFICER	14	14,122	17,399	19,161	23,484	30,991
18	CHIEF PUBLIC RELATIONS OFFICER	14	8,924	15,732	17,783	19,583	22,018
20	CHIEF STUDENT LIFE OFFICER	34	15,319	20,987	23,648	27,008	31,969
30	DIR./DEAN, ARTS & SCIENCES	14	17,981	21,593	23,691	25,673	27,029
31	DIR./DEAN, BUSINESS	14	15,822	18,659	21,295	25,504	30,360
35	DIR./DEAN, EXTENSION	11	11,200	16,462	21,974	23,102	26,249
42	DIR./DEAN, NURSING	11	14,141	16,608	19,130	20,930	24,856
45	DIR./DEAN, TECHNOLOGY	11	18,267	21,506	23,078	27,051	30,360
46	DIR./DEAN, VOCATIONAL EDUC.	32	14,134	19,533	22,319	25,191	26,812

TABLE 48: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 15 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	15	29,316	32,722	35,944	38,712	42,804
2 CHIEF ACADEMIC OFFICER	13	21,891	25,392	28,415	31,748	34,982
3 REGISTRAR	12	15,995	19,807	23,859	26,398	29,100
5 HEAD LIBRARIAN	15	16,051	19,690	22,960	25,686	29,806
8 CHIEF BUSINESS OFFICER	15	18,181	21,990	25,997	28,728	36,160
10 DIRECTOR, PERSONNEL SERVICES	11	12,610	15,585	21,686	26,599	31,133
11 DIRECTOR, PHYSICAL PLANT	10	13,981	16,487	17,821	19,668	28,867
20 CHIEF STUDENT LIFE OFFICER	10	15,946	18,394	21,719	26,167	32,849

TABLE 49: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 474 PRIVATE INSTITUTIONS, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	458	8,975	20,396	34,818	44,447	131,387
2 CHIEF ACADEMIC OFFICER	417	7,748	18,631	23,387	29,172	41,876
3 REGISTRAR	417	5,213	11,486	14,163	17,099	28,208
5 HEAD LIBRARIAN	433	4,829	12,494	15,828	19,013	41,981
8 CHIEF BUSINESS OFFICER	437	5,882	14,173	21,869	27,199	81,983
10 DIRECTOR, PERSONNEL SERVICES	138	4,708	12,686	15,840	20,338	38,564
11 DIRECTOR, PHYSICAL PLANT	379	6,879	11,818	14,716	18,869	37,998
13 COMPTROLLER	267	5,691	13,333	16,949	20,671	33,441
17 CHIEF DEVELOPMENT OFFICER	386	6,780	16,831	20,868	26,282	81,136
18 CHIEF PUBLIC RELATIONS OFFICER	288	4,992	11,813	14,996	19,185	48,968
20 CHIEF STUDENT LIFE OFFICER	311	8,140	14,371	17,806	21,822	37,236
28 DIR./DEAN, ARCHITECTURE	11	19,841	22,676	25,841	38,794	36,923
30 DIR./DEAN, ARTS & SCIENCES	82	9,634	22,498	27,268	32,913	48,307
31 DIR./DEAN, BUSINESS	72	9,196	17,899	24,923	39,323	64,539
32 DIR./DEAN, DENTISTRY	11	32,962	36,241	38,958	48,916	48,257
33 DIR./DEAN, EDUCATION	86	10,919	17,819	23,869	38,113	46,706
34 DIR./DEAN, ENGINEERING	43	11,113	23,913	29,312	36,841	46,819
35 DIR./DEAN, EXTENSION	30	9,846	16,876	23,164	29,310	38,198
36 DIR./DEAN, FINE ARTS	38	10,927	13,396	20,021	26,861	33,906
37 DIR./DEAN, GRADUATE PROGRAMS	80	10,398	19,998	23,931	28,689	48,992
39 DIR./DEAN, LAW	41	22,288	30,924	38,893	38,171	48,992
40 DIR./DEAN, MEDICINE	17	33,271	41,669	48,287	53,685	63,981
41 DIR./DEAN, MUSIC	32	8,974	11,813	18,961	21,239	29,225
42 DIR./DEAN, NURSING	39	7,138	18,569	21,048	23,783	45,486
44 DIR./DEAN, SOCIAL WORK	17	11,486	14,297	28,189	31,137	44,185

TABLE 50: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 49 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	46	20,619	34,225	42,998	91,595	96,271
2 CHIEF ACADEMIC OFFICER	41	16,962	23,771	28,033	33,998	52,380
3 REGISTRAR	49	10,323	13,893	15,648	18,859	26,970
5 HEAD LIBRARIAN	48	8,101	15,948	18,682	21,370	35,897
8 CHIEF BUSINESS OFFICER	49	15,965	21,480	27,314	33,195	81,336
10 DIRECTOR, PERSONNEL SERVICES	27	6,329	11,759	15,016	19,280	27,937
11 DIRECTOR, PHYSICAL PLANT	44	9,281	14,414	16,804	21,076	32,152
13 COMPTROLLER	40	11,604	16,384	18,247	22,088	33,248
17 CHIEF DEVELOPMENT OFFICER	44	15,778	22,563	26,251	29,624	80,000
18 CHIEF PUBLIC RELATIONS OFFICER	30	10,192	15,331	19,428	22,048	31,428
20 CHIEF STUDENT LIFE OFFICER	39	9,084	16,788	22,238	24,942	37,236
30 DIR./DEAN, ARTS & SCIENCES	26	15,471	22,589	25,403	27,943	40,412
31 DIR./DEAN, BUSINESS	15	13,749	18,918	23,810	30,648	48,225
33 DIR./DEAN, EDUCATION	10	12,067	18,098	20,270	23,091	23,867
34 DIR./DEAN, ENGINEERING	17	20,289	22,234	25,581	34,422	41,762
37 DIR./DEAN, GRADUATE PROGRAMS	29	14,891	21,497	22,982	27,637	38,996
39 DIR./DEAN, LAW	12	22,288	28,138	32,965	38,909	38,688

TABLE 51: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 19 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	12	39,124	42,644	47,930	58,245	87,483
2 CHIEF ACADEMIC OFFICER	15	28,886	31,884	38,868	42,987	61,876
3 REGISTRAR	19	14,814	17,297	19,984	20,912	23,130
5 HEAD LIBRARIAN	17	17,901	20,771	24,163	28,042	37,293
8 CHIEF BUSINESS OFFICER	18	18,968	30,693	34,844	40,618	47,693
10 DIRECTOR, PERSONNEL SERVICES	15	13,134	14,334	18,878	23,388	27,963
11 DIRECTOR, PHYSICAL PLANT	19	14,884	19,289	20,589	23,138	31,669
13 COMPTROLLER	14	18,966	20,798	22,998	24,825	32,981
17 CHIEF DEVELOPMENT OFFICER	19	19,288	25,626	29,208	38,042	47,188
18 CHIEF PUBLIC RELATIONS OFFICER	13	12,181	19,033	21,809	34,890	37,581
20 CHIEF STUDENT LIFE OFFICER	17	20,941	23,913	28,098	31,344	39,783
30 DIR./DEAN, ARTS & SCIENCES	17	22,980	28,448	30,811	34,874	36,826
31 DIR./DEAN, BUSINESS	16	26,363	28,988	31,226	36,102	48,259
33 DIR./DEAN, EDUCATION	12	24,741	27,626	29,768	32,131	36,727
34 DIR./DEAN, ENGINEERING	12	23,041	28,682	31,868	34,894	40,027
37 DIR./DEAN, GRADUATE PROGRAMS	19	21,262	24,512	27,997	31,964	38,283
39 DIR./DEAN, LAW	13	25,891	31,428	36,282	38,171	43,086

TABLE 52: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 15 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	12	43,000	47,453	54,771	70,133	131,367
2 CHIEF ACADEMIC OFFICER	15	33,084	37,685	43,841	52,543	54,589
3 REGISTRAR	15	17,979	20,526	23,284	26,100	28,288
5 HEAD LIBRARIAN	15	17,923	24,986	31,635	38,913	91,781
8 CHIEF BUSINESS OFFICER	15	26,296	39,320	41,081	46,483	51,783
10 DIRECTOR, PERSONNEL SERVICES	15	17,900	20,533	22,893	27,638	30,549
11 DIRECTOR, PHYSICAL PLANT	15	21,700	23,058	29,392	27,074	37,998
13 COMPTROLLER	14	22,693	24,683	28,900	32,072	33,641
17 CHIEF DEVELOPMENT OFFICER	15	22,777	31,881	39,419	43,793	80,885
18 CHIEF PUBLIC RELATIONS OFFICER	13	18,774	23,206	28,888	38,369	40,968
20 CHIEF STUDENT LIFE OFFICER	15	21,906	24,993	28,088	32,209	34,251
30 DIR./DEAN, ARTS & SCIENCES	15	27,337	31,081	37,040	40,239	48,307
31 DIR./DEAN, BUSINESS	14	24,074	32,693	36,928	39,783	44,839
33 DIR./DEAN, EDUCATION	11	20,890	28,791	34,388	36,686	46,706
37 DIR./DEAN, GRADUATE PROGRAMS	12	19,906	27,372	32,368	36,146	45,492
39 DIR./DEAN, LAW	14	28,868	34,834	38,899	44,869	45,492
42 DIR./DEAN, NURSING	10	13,331	22,394	26,736	29,697	40,686

TABLE 53: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 306 PRIVATE SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	295	8,976	26,384	33,703	43,849	72,710
2 CHIEF ACADEMIC OFFICER	293	7,748	18,910	22,988	27,795	51,789
3 REGISTRAR	291	8,823	11,128	13,902	16,111	27,917
5 HEAD LIBRARIAN	305	4,829	12,467	14,879	18,024	27,661
8 CHIEF BUSINESS OFFICER	304	7,020	15,808	26,247	28,158	47,384
10 DIRECTOR, PERSONNEL SERVICES	73	4,708	11,213	13,817	18,787	24,378
11 DIRECTOR, PHYSICAL PLANT	265	6,760	11,150	13,795	17,423	30,513
13 COMPTROLLER	180	5,691	12,721	15,978	19,496	38,070
17 CHIEF DEVELOPMENT OFFICER	277	8,703	14,612	19,828	24,912	51,136
18 CHIEF PUBLIC RELATIONS OFFICER	207	5,941	11,436	14,236	17,498	26,980
20 CHIEF STUDENT LIFE OFFICER	213	8,757	14,164	17,312	20,349	32,914
30 DIR./DEAN, ARTS & SCIENCES	23	9,634	14,276	18,901	24,473	37,476
31 DIR./DEAN, BUSINESS	22	10,836	12,968	20,248	24,218	38,634
33 DIR./DEAN, EDUCATION	28	10,919	13,834	17,219	22,686	33,734
35 DIR./DEAN, EXTENSION	11	9,846	12,584	18,005	24,518	32,588
36 DIR./DEAN, FINE ARTS	13	10,427	12,681	14,616	20,021	28,769
37 DIR./DEAN, GRADUATE PROGRAMS	29	10,390	14,636	19,230	23,190	30,379
41 DIR./DEAN, MUSIC	15	9,108	10,589	11,991	17,936	29,228
42 DIR./DEAN, NURSING	10	9,662	13,463	15,972	16,671	23,136

TABLE 54: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 52 PRIVATE JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	42	11,818	18,914	24,273	31,172	59,321
2 CHIEF ACADEMIC OFFICER	42	9,475	15,115	17,303	20,817	28,344
3 REGISTRAR	42	5,213	9,326	11,303	13,403	18,809
5 HEAD LIBRARIAN	52	6,037	10,311	11,690	13,339	22,747
8 CHIEF BUSINESS OFFICER	48	5,882	12,773	15,797	18,253	28,696
11 DIRECTOR, PHYSICAL PLANT	33	6,579	9,615	12,351	14,944	17,324
13 COMPTROLLER	14	8,821	12,377	14,094	17,542	19,238
17 CHIEF DEVELOPMENT OFFICER	30	6,780	11,322	15,983	16,992	26,351
18 CHIEF PUBLIC RELATIONS OFFICER	28	4,992	10,337	12,757	15,428	20,521
20 CHIEF STUDENT LIFE OFFICER	31	8,149	10,481	13,301	14,946	23,874

TABLE 55: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 237 UNIVERSITIES

	POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	218	28,419	38,669	48,833	61,989	131,357
2	CHIEF ACADEMIC OFFICER	215	16,862	28,404	32,722	37,517	61,876
3	REGISTRAR	229	9,134	15,460	18,771	21,794	32,142
5	HEAD LIBRARIAN	229	8,181	18,996	22,747	27,447	41,781
8	CHIEF BUSINESS OFFICER	232	15,377	25,162	29,641	35,139	59,820
10	DIRECTOR, PERSONNEL SERVICES	169	6,324	14,695	17,908	21,457	33,988
11	DIRECTOR, PHYSICAL PLANT	228	9,281	17,078	20,411	23,329	38,898
13	COMPTROLLER	144	11,458	17,886	21,898	23,995	39,827
17	CHIEF DEVELOPMENT OFFICER	178	12,966	21,247	26,907	30,836	60,886
18	CHIEF PUBLIC RELATIONS OFFICER	185	8,725	18,154	21,279	26,986	46,686
20	CHIEF STUDENT LIFE OFFICER	190	9,084	21,838	25,313	28,986	41,186
28	DIR./DEAN, ARCHITECTURE	38	18,701	25,589	27,701	29,667	40,515
29	DIR./DEAN, AGRICULTURE	38	18,092	25,048	27,360	32,246	42,284
30	DIR./DEAN, ARTS & SCIENCES	189	13,471	25,593	29,608	33,484	47,986
31	DIR./DEAN, BUSINESS	147	13,744	24,233	29,930	34,034	44,539
32	DIR./DEAN, DENTISTRY	37	28,146	35,624	38,903	40,349	46,470
33	DIR./DEAN, EDUCATION	188	12,087	24,898	28,877	32,848	46,706
34	DIR./DEAN, ENGINEERING	187	14,827	27,915	31,106	35,998	48,068
35	DIR./DEAN, EXTENSION	90	12,385	21,481	23,406	29,700	41,621
36	DIR./DEAN, FINE ARTS	43	14,975	24,134	27,986	30,000	38,986
37	DIR./DEAN, GRADUATE PROGRAMS	170	14,891	24,843	28,193	32,748	48,496
38	DIR./DEAN, HOME ECONOMICS	42	12,597	21,295	24,168	28,250	41,386
39	DIR./DEAN, LAW	91	22,288	30,924	34,958	37,843	48,492
40	DIR./DEAN, MEDICINE	47	29,374	37,408	42,828	48,843	63,781
41	DIR./DEAN, MUSIC	53	11,388	20,816	24,681	28,548	39,184
42	DIR./DEAN, NURSING	89	13,331	21,218	24,918	27,988	48,686
43	DIR./DEAN, PHARMACY	46	20,880	24,648	29,284	33,086	41,708
44	DIR./DEAN, SOCIAL WORK	49	13,983	24,488	29,693	33,852	44,188
45	DIR./DEAN, TECHNOLOGY	33	14,244	23,839	27,944	29,242	43,216
46	DIR./DEAN, VOCATIONAL EDUC.	19	16,586	19,098	24,199	27,328	35,548

TABLE 56: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 443 SENIOR COLLEGES

	POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	406	8,976	27,867	33,682	40,970	72,710
2	CHIEF ACADEMIC OFFICER	397	7,748	19,768	24,304	28,048	81,789
3	REGISTRAR	369	5,823	12,874	14,669	17,027	30,846
5	HEAD LIBRARIAN	409	4,829	13,894	15,881	18,923	28,192
8	CHIEF BUSINESS OFFICER	412	7,020	16,859	20,581	25,292	47,384
10	DIRECTOR, PERSONNEL SERVICES	130	4,788	11,816	14,734	18,174	27,227
11	DIRECTOR, PHYSICAL PLANT	343	4,768	11,680	14,478	17,889	28,935
13	COMPTROLLER	249	5,491	13,313	16,254	19,589	30,070
17	CHIEF DEVELOPMENT OFFICER	333	5,139	16,424	19,860	24,183	81,136
18	CHIEF PUBLIC RELATIONS OFFICER	374	5,941	11,722	14,832	18,005	34,992
20	CHIEF STUDENT LIFE OFFICER	297	6,767	15,819	18,789	22,299	35,826
30	DIR./DEAN, ARTS & SCIENCES	98	9,639	22,216	24,794	26,211	39,664
31	DIR./DEAN, BUSINESS	67	10,836	18,316	23,374	25,469	38,636
33	DIR./DEAN, EDUCATION	92	10,919	20,426	23,778	26,397	42,999
34	DIR./DEAN, ENGINEERING	85	18,399	23,604	25,742	29,312	38,935
35	DIR./DEAN, EXTENSION	35	9,546	15,554	19,847	24,818	42,999
36	DIR./DEAN, FINE ARTS	41	10,927	14,113	21,878	23,629	41,794
37	DIR./DEAN, GRADUATE PROGRAMS	88	10,390	20,060	24,087	26,922	42,999
38	DIR./DEAN, HOME ECONOMICS	14	10,844	12,248	15,198	21,015	27,709
41	DIR./DEAN, MUSIC	30	9,108	11,430	17,289	21,020	29,225
42	DIR./DEAN, NURSING	30	9,509	15,569	17,571	19,811	39,684
44	DIR./DEAN, SOCIAL WORK	11	13,096	14,847	23,713	25,951	28,600
45	DIR./DEAN, TECHNOLOGY	14	14,178	18,756	23,188	24,844	28,294

TABLE 57: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 283 JUNIOR COLLEGES

	POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	277	11,010	23,411	29,203	33,429	59,321
2	CHIEF ACADEMIC OFFICER	241	9,475	18,295	21,393	25,096	34,982
3	REGISTRAR	226	5,213	12,380	15,114	17,938	29,100
5	HEAD LIBRARIAN	247	6,037	12,691	15,315	18,806	29,806
8	CHIEF BUSINESS OFFICER	259	5,882	15,913	18,632	23,187	36,160
10	DIRECTOR, PERSONNEL SERVICES	80	6,447	13,866	16,343	19,981	31,133
11	DIRECTOR, PHYSICAL PLANT	164	5,919	11,287	14,049	16,764	28,967
13	COMPTROLLER	140	6,866	13,071	15,728	18,547	29,712
17	CHIEF DEVELOPMENT OFFICER	71	6,780	14,685	16,937	20,923	30,491
18	CHIEF PUBLIC RELATIONS OFFICER	102	9,992	11,913	14,397	18,295	24,970
20	CHIEF STUDENT LIFE OFFICER	179	8,140	15,390	18,591	22,985	32,849
30	DIR./DEAN, ARTS & SCIENCES	65	10,500	17,771	20,477	24,336	29,480
31	DIR./DEAN, BUSINESS	47	9,196	15,081	18,096	22,349	30,360
33	DIR./DEAN, EDUCATION	13	12,741	14,299	16,749	18,614	24,200
34	DIR./DEAN, ENGINEERING	25	11,113	15,094	17,238	21,128	28,305
35	DIR./DEAN, EXTENSION	27	10,521	14,485	18,528	22,171	26,249
36	DIR./DEAN, FINE ARTS	28	10,513	15,980	20,082	22,196	29,140
38	DIR./DEAN, HOME ECONOMICS	11	11,478	15,018	18,377	20,899	23,869
42	DIR./DEAN, NURSING	48	7,138	14,213	16,522	19,985	27,289
44	DIR./DEAN, SOCIAL WORK	11	10,445	15,270	18,403	24,308	28,909
45	DIR./DEAN, TECHNOLOGY	38	11,139	16,787	20,644	23,096	30,360
46	DIR./DEAN, VOCATIONAL EDUC.	48	11,721	15,694	19,442	22,405	29,806

TABLE 58: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 57 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $6,974,326, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	51	20,619	33,723	39,120	46,886	68,457
2 CHIEF ACADEMIC OFFICER	46	16,862	24,197	26,690	29,106	37,236
3 REGISTRAR	47	9,887	13,603	15,243	18,256	26,970
5 HEAD LIBRARIAN	45	8,101	14,379	17,086	19,817	25,791
8 CHIEF BUSINESS OFFICER	47	15,377	19,505	23,938	28,308	46,959
10 DIRECTOR, PERSONNEL SERVICES	37	6,329	10,795	13,379	16,798	22,883
11 DIRECTOR, PHYSICAL PLANT	43	9,281	13,000	15,999	18,131	22,982
13 COMPTROLLER	41	11,958	14,466	16,631	18,869	25,629
17 CHIEF DEVELOPMENT OFFICER	42	13,715	20,566	24,854	26,864	38,302
18 CHIEF PUBLIC RELATIONS OFFICER	30	8,973	14,954	16,979	20,339	31,712
20 CHIEF STUDENT LIFE OFFICER	44	9,089	17,482	21,114	23,855	37,236
30 DIR./DEAN, ARTS & SCIENCES	31	15,971	21,622	23,972	25,944	36,477
31 DIR./DEAN, BUSINESS	24	17,305	19,715	22,650	26,343	38,441
33 DIR./DEAN, EDUCATION	18	12,057	17,647	23,229	24,426	38,249
34 DIR./DEAN, ENGINEERING	10	18,943	20,818	23,908	25,944	34,962
37 DIR./DEAN, GRADUATE PROGRAMS	23	14,891	20,581	22,344	24,095	35,902
39 DIR./DEAN, LAW	13	22,288	25,178	30,912	35,909	41,082
41 DIR./DEAN, MUSIC	10	11,385	18,075	20,493	21,383	28,620
42 DIR./DEAN, NURSING	13	14,668	17,670	21,282	24,942	29,532

TABLE 59: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 58 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $6,974,327--$13,706,495, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	54	30,076	36,216	40,099	46,374	96,271
2 CHIEF ACADEMIC OFFICER	45	21,628	27,892	30,385	34,068	61,876
3 REGISTRAR	58	9,139	14,884	18,028	20,139	27,971
5 HEAD LIBRARIAN	56	13,981	19,358	21,924	24,941	32,476
8 CHIEF BUSINESS OFFICER	48	17,571	25,695	28,049	31,291	44,052
10 DIRECTOR, PERSONNEL SERVICES	44	8,115	12,983	15,167	17,154	26,090
11 DIRECTOR, PHYSICAL PLANT	58	13,552	17,289	19,774	21,686	32,152
13 COMPTROLLER	47	12,880	17,167	20,399	22,609	33,248
17 CHIEF DEVELOPMENT OFFICER	42	17,944	18,378	22,864	24,517	50,000
18 CHIEF PUBLIC RELATIONS OFFICER	31	12,043	18,486	20,716	24,191	36,269
20 CHIEF STUDENT LIFE OFFICER	47	13,488	21,686	23,856	27,667	39,763
29 DIR./DEAN, AGRICULTURE	11	21,291	23,079	28,048	24,633	37,380
30 DIR./DEAN, ARTS & SCIENCES	48	21,113	29,874	27,167	29,883	40,912
31 DIR./DEAN, BUSINESS	41	22,784	29,461	27,341	29,473	37,056
33 DIR./DEAN, EDUCATION	46	18,098	24,336	25,660	28,208	36,727
34 DIR./DEAN, ENGINEERING	29	14,827	25,296	28,036	31,785	42,881
35 DIR./DEAN, EXTENSION	20	16,575	19,112	22,289	27,233	31,611
36 DIR./DEAN, FINE ARTS	15	14,975	22,403	24,883	29,318	31,621
37 DIR./DEAN, GRADUATE PROGRAMS	47	15,736	23,584	25,679	28,115	36,295
39 DIR./DEAN, LAW	10	25,891	29,200	34,995	36,202	38,688
41 DIR./DEAN, MUSIC	10	15,942	21,835	23,265	24,189	28,154
42 DIR./DEAN, NURSING	17	15,660	19,498	21,383	23,631	29,526

TABLE 60: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 60 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $13,706,496--$29,842,632, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	58	32,094	42,203	47,213	52,435	83,534
2 CHIEF ACADEMIC OFFICER	48	26,385	31,429	34,675	37,419	52,380
3 REGISTRAR	59	11,546	18,294	19,821	21,690	28,808
5 HEAD LIBRARIAN	60	16,895	21,664	24,617	27,663	38,813
8 CHIEF BUSINESS OFFICER	59	18,965	27,028	32,005	35,395	56,003
10 DIRECTOR, PERSONNEL SERVICES	48	10,939	16,203	18,749	21,126	30,581
11 DIRECTOR, PHYSICAL PLANT	59	13,380	19,896	21,864	22,989	29,649
13 COMPTROLLER	49	15,617	19,190	21,966	23,729	32,961
17 CHIEF DEVELOPMENT OFFICER	49	16,099	21,201	24,122	31,878	46,536
18 CHIEF PUBLIC RELATIONS OFFICER	47	12,181	17,768	20,635	23,900	37,288
20 CHIEF STUDENT LIFE OFFICER	48	16,788	24,177	26,090	28,838	36,251
30 DIR./DEAN, ARTS & SCIENCES	43	23,341	27,918	30,458	33,685	48,239
31 DIR./DEAN, BUSINESS	41	13,749	27,537	30,026	34,034	64,539
33 DIR./DEAN, EDUCATION	48	20,590	27,615	29,731	33,397	46,706
34 DIR./DEAN, ENGINEERING	31	23,841	28,785	30,699	32,898	41,762
35 DIR./DEAN, EXTENSION	19	12,325	22,489	25,811	29,193	35,962
36 DIR./DEAN, FINE ARTS	17	26,561	27,489	29,514	30,292	33,906
37 DIR./DEAN, GRADUATE PROGRAMS	53	23,500	26,269	29,318	32,365	44,251
38 DIR./DEAN, HOME ECONOMICS	11	19,882	20,028	23,934	26,992	29,557
39 DIR./DEAN, LAW	29	23,000	30,506	34,957	37,047	45,271
40 DIR./DEAN, MEDICINE	11	28,989	32,814	37,908	41,387	42,528
41 DIR./DEAN, MUSIC	16	19,006	21,908	24,007	27,795	30,770
42 DIR./DEAN, NURSING	21	13,331	21,472	24,843	27,191	34,878
44 DIR./DEAN, SOCIAL WORK	17	13,983	23,508	28,844	33,052	37,136
45 DIR./DEAN, TECHNOLOGY	16	17,929	23,617	28,061	29,262	63,216

TABLE 61: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 58 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $29,842,613--$140,713,000, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	53	38,114	46,709	51,984	65,698	131,357
2 CHIEF ACADEMIC OFFICER	46	28,984	34,628	39,848	44,906	55,397
3 REGISTRAR	55	14,612	19,021	22,958	25,401	32,192
5 HEAD LIBRARIAN	58	16,925	25,312	28,329	32,686	41,981
8 CHIEF BUSINESS OFFICER	58	23,988	33,098	36,911	41,829	59,820
10 DIRECTOR, PERSONNEL SERVICES	44	13,690	18,382	21,698	24,986	33,958
11 DIRECTOR, PHYSICAL PLANT	58	18,075	22,870	25,583	27,619	38,098
13 COMPTROLLER	55	18,898	22,884	24,853	29,838	39,827
17 CHIEF DEVELOPMENT OFFICER	45	14,414	22,393	30,363	36,604	80,888
18 CHIEF PUBLIC RELATIONS OFFICER	47	8,735	22,730	27,333	35,483	46,484
20 CHIEF STUDENT LIFE OFFICER	51	19,898	24,119	29,966	32,960	41,186
28 DIR./DEAN, ARCHITECTURE	33	23,935	26,984	28,266	34,870	48,618
29 DIR./DEAN, AGRICULTURE	16	23,291	29,827	32,102	37,866	42,289
30 DIR./DEAN, ARTS & SCIENCES	52	22,980	31,186	34,206	38,039	47,986
31 DIR./DEAN, BUSINESS	51	22,991	31,263	33,783	38,847	49,192
32 DIR./DEAN, DENTISTRY	22	30,696	38,763	38,886	42,718	46,470
33 DIR./DEAN, EDUCATION	46	19,767	30,680	32,609	36,037	45,976
34 DIR./DEAN, ENGINEERING	49	24,975	31,885	34,691	40,931	48,068
35 DIR./DEAN, EXTENSION	31	12,673	24,184	28,767	31,333	41,625
36 DIR./DEAN, FINE ARTS	33	19,803	27,966	30,038	32,801	38,986
37 DIR./DEAN, GRADUATE PROGRAMS	47	19,904	30,410	34,060	38,843	45,996
38 DIR./DEAN, HOME ECONOMICS	28	16,117	26,389	28,148	30,311	41,386
39 DIR./DEAN, LAW	34	28,933	32,930	37,821	40,928	48,492
40 DIR./DEAN, MEDICINE	30	34,778	43,347	47,916	51,762	63,981
41 DIR./DEAN, MUSIC	17	16,930	25,196	29,064	31,722	39,164
42 DIR./DEAN, NURSING	38	17,886	24,007	27,149	30,184	48,686
43 DIR./DEAN, PHARMACY	24	20,800	28,879	32,320	35,678	41,705
44 DIR./DEAN, SOCIAL WORK	23	17,758	27,706	30,725	34,740	44,185

TABLE 62: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 98 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,567,409, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	98	8,976	21,692	25,850	29,563	46,384
2 CHIEF ACADEMIC OFFICER	93	7,748	15,834	18,246	20,908	33,198
3 REGISTRAR	85	5,823	8,784	10,533	13,128	18,806
5 HEAD LIBRARIAN	94	4,829	10,473	12,084	13,936	19,731
8 CHIEF BUSINESS OFFICER	98	7,020	13,165	15,169	17,184	23,632
11 DIRECTOR, PHYSICAL PLANT	69	6,760	9,417	10,896	12,896	18,084
13 COMPTROLLER	59	5,691	9,983	10,968	13,983	16,969
17 CHIEF DEVELOPMENT OFFICER	79	8,703	14,869	16,395	19,123	30,270
18 CHIEF PUBLIC RELATIONS OFFICER	67	5,941	9,917	11,211	13,516	20,830
20 CHIEF STUDENT LIFE OFFICER	58	8,787	12,882	13,947	17,308	22,930
33 DIR./DEAN, EDUCATION	10	10,919	12,808	15,885	20,626	33,736

TABLE 63: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 103 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,567,410--$2,592,700, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	98	14,784	28,436	33,905	38,880	57,837
2 CHIEF ACADEMIC OFFICER	100	13,380	20,029	22,997	26,046	34,438
3 REGISTRAR	97	8,195	12,203	13,922	15,792	22,135
5 HEAD LIBRARIAN	103	9,986	13,398	15,154	16,685	22,646
8 CHIEF BUSINESS OFFICER	100	11,140	17,085	19,941	22,625	32,784
10 DIRECTOR, PERSONNEL SERVICES	18	9,907	11,386	13,513	19,918	27,227
11 DIRECTOR, PHYSICAL PLANT	92	8,842	11,896	13,278	15,268	20,728
13 COMPTROLLER	87	9,708	12,259	14,512	15,703	22,549
17 CHIEF DEVELOPMENT OFFICER	90	10,542	14,377	18,895	21,438	36,087
18 CHIEF PUBLIC RELATIONS OFFICER	63	7,588	11,585	13,364	15,760	26,980
20 CHIEF STUDENT LIFE OFFICER	81	9,082	14,808	16,449	18,841	26,126

TABLE 64: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 106 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $2,592,701--$4,170,606, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	101	17,908	31,686	36,249	43,033	69,381
2 CHIEF ACADEMIC OFFICER	99	14,969	22,451	25,423	28,125	42,594
3 REGISTRAR	106	7,239	13,342	15,133	17,213	26,882
5 HEAD LIBRARIAN	103	8,914	14,626	16,899	18,791	23,869
8 CHIEF BUSINESS OFFICER	105	11,486	19,079	22,263	25,562	34,615
10 DIRECTOR, PERSONNEL SERVICES	27	9,708	11,136	13,096	18,920	20,043
11 DIRECTOR, PHYSICAL PLANT	97	8,568	12,827	15,056	17,730	30,813
13 COMPTROLLER	71	9,561	14,630	16,561	19,904	26,984
17 CHIEF DEVELOPMENT OFFICER	85	12,139	18,717	20,994	24,933	33,129
18 CHIEF PUBLIC RELATIONS OFFICER	77	7,928	13,058	15,220	17,799	25,690
20 CHIEF STUDENT LIFE OFFICER	64	10,471	17,047	19,441	21,690	32,914
30 DIR./DEAN, ARTS & SCIENCES	10	14,367	18,981	20,875	22,216	22,781
31 DIR./DEAN, BUSINESS	19	11,130	18,316	21,235	23,479	25,891
33 DIR./DEAN, EDUCATION	18	14,947	18,769	20,879	22,958	25,911
36 DIR./DEAN, FINE ARTS	11	13,346	15,996	20,984	22,216	23,790
37 DIR./DEAN, GRADUATE PROGRAMS	15	13,545	16,734	22,216	24,055	26,174
42 DIR./DEAN, NURSING	11	9,509	14,696	16,930	19,211	23,136

TABLE 65: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 111 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $4,170,607--$43,731,000, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	108	21,782	33,093	39,749	49,693	72,710
2 CHIEF ACADEMIC OFFICER	105	17,962	24,508	29,077	32,268	51,789
3 REGISTRAR	111	8,181	15,019	17,103	19,404	30,846
5 HEAD LIBRARIAN	109	12,295	17,169	21,311	24,119	38,192
8 CHIEF BUSINESS OFFICER	109	12,792	22,284	26,322	31,193	47,384
10 DIRECTOR, PERSONNEL SERVICES	80	7,750	12,496	15,793	18,807	28,985
11 DIRECTOR, PHYSICAL PLANT	108	11,680	14,070	18,186	21,161	30,938
13 COMPTROLLER	82	11,904	17,231	19,203	21,119	30,870
17 CHIEF DEVELOPMENT OFFICER	84	5,139	20,653	24,025	28,877	41,136
18 CHIEF PUBLIC RELATIONS OFFICER	77	9,340	15,568	18,190	21,607	34,942
20 CHIEF STUDENT LIFE OFFICER	92	10,779	17,815	23,962	25,068	38,826
30 DIR./DEAN, ARTS & SCIENCES	87	22,216	24,969	28,695	26,986	39,884
31 DIR./DEAN, BUSINESS	38	15,230	23,374	25,255	26,941	38,636
33 DIR./DEAN, EDUCATION	89	15,986	23,604	25,647	27,168	42,994
34 DIR./DEAN, ENGINEERING	12	19,788	24,914	26,864	32,187	38,938
35 DIR./DEAN, EXTENSION	38	13,437	16,782	21,189	25,189	42,994
36 DIR./DEAN, FINE ARTS	22	12,086	21,878	23,826	25,993	41,794
37 DIR./DEAN, GRADUATE PROGRAMS	40	15,912	23,322	25,949	26,870	42,994
41 DIR./DEAN, MUSIC	11	14,380	18,621	21,360	23,891	26,781
42 DIR./DEAN, NURSING	19	9,642	16,871	19,[illegible]	24,234	39,684
45 DIR./DEAN, TECHNOLOGY	18	21,698	23,320	24,[illegible]	25,311	28,896

TABLE 66: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 67 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,028,866, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	67	11,918	18,496	21,896	24,391	32,622
2 CHIEF ACADEMIC OFFICER	58	9,678	14,696	16,386	18,916	23,816
3 REGISTRAR	61	5,213	9,406	11,814	14,813	18,984
5 HEAD LIBRARIAN	62	6,037	10,434	11,862	12,918	18,911
8 CHIEF BUSINESS OFFICER	64	5,882	11,857	13,678	15,805	22,000
10 DIRECTOR, PERSONNEL SERVICES	12	9,498	13,350	14,899	15,756	18,736
11 DIRECTOR, PHYSICAL PLANT	23	6,625	8,221	10,298	11,962	13,686
17 CHIEF DEVELOPMENT OFFICER	14	6,780	10,109	12,643	16,186	19,300
18 CHIEF PUBLIC RELATIONS OFFICER	13	4,992	9,358	13,464	14,725	16,818
20 CHIEF STUDENT LIFE OFFICER	29	8,148	10,796	13,732	16,284	22,000
42 DIR./DEAN, NURSING	10	10,111	12,676	13,143	15,991	17,307
46 DIR./DEAN, VOCATIONAL EDUC.	10	11,731	12,664	13,784	14,724	22,000

TABLE 67: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 70 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,028,867--$1,787,239, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	70	15,127	23,928	27,238	30,986	39,321
2 CHIEF ACADEMIC OFFICER	67	11,237	18,195	20,326	21,922	26,724
3 REGISTRAR	69	5,243	10,836	13,707	15,678	22,968
5 HEAD LIBRARIAN	69	9,616	12,567	13,738	15,789	24,922
8 CHIEF BUSINESS OFFICER	65	6,708	14,698	17,020	19,919	26,299
11 DIRECTOR, PHYSICAL PLANT	57	8,919	10,320	12,336	14,219	17,326
13 COMPTROLLER	30	7,067	10,621	13,721	15,973	19,239
17 CHIEF DEVELOPMENT OFFICER	15	8,667	11,628	14,893	16,969	21,016
18 CHIEF PUBLIC RELATIONS OFFICER	28	6,961	11,225	12,914	15,298	20,521
20 CHIEF STUDENT LIFE OFFICER	44	10,080	14,217	16,648	18,978	25,213
46 DIR./DEAN, VOCATIONAL EDUC.	16	13,649	15,016	16,838	18,696	21,998

TABLE 68: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 71 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,787,240--$3,662,982, 1971-72

POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFR.(PRES)	70	18,030	24,742	30,373	33,383	46,995
2 CHIEF ACADEMIC OFFICER	70	13,940	20,393	23,096	24,699	30,172
3 REGISTRAR	62	8,020	12,784	15,101	17,849	25,824
5 HEAD LIBRARIAN	71	8,468	14,170	16,979	18,755	27,664
8 CHIEF BUSINESS OFFICER	66	9,780	17,140	20,135	22,181	29,913
10 DIRECTOR, PERSONNEL SERVICES	23	10,281	13,026	14,372	16,787	23,046
11 DIRECTOR, PHYSICAL PLANT	51	7,294	11,649	14,304	15,848	25,184
13 COMPTROLLER	33	6,864	12,633	14,368	16,080	20,379
17 CHIEF DEVELOPMENT OFFICER	17	11,884	14,929	16,141	20,380	26,381
18 CHIEF PUBLIC RELATIONS OFFICER	29	8,924	11,840	15,687	16,819	24,530
20 CHIEF STUDENT LIFE OFFICER	60	11,080	16,787	21,004	22,985	27,378
30 DIR./DEAN, ARTS & SCIENCES	14	14,982	17,060	18,966	21,619	26,627
31 DIR./DEAN, BUSINESS	12	13,699	15,239	16,328	17,061	20,121
35 DIR./DEAN, EXTENSION	13	14,079	16,154	18,086	20,781	22,961
45 DIR./DEAN, TECHNOLOGY	11	15,336	16,787	18,267	23,436	25,596
46 DIR./DEAN, VOCATIONAL EDUC.	30	17,986	18,900	18,942	21,818	25,191

TABLE 69: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 70 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $3,662,982--$20,265,264, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF TOTAL COMPENSATION MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	70	25,775	31,494	34,832	37,708	51,178
2	CHIEF ACADEMIC OFFICER	66	18,565	24,629	26,961	28,984	34,982
3	REGISTRAR	59	12,221	16,809	19,306	22,469	29,100
5	HEAD LIBRARIAN	65	13,073	18,082	20,696	22,680	29,804
8	CHIEF BUSINESS OFFICER	69	15,878	21,974	24,233	27,815	34,160
10	DIRECTOR, PERSONNEL SERVICES	36	12,337	14,884	18,339	21,940	31,133
11	DIRECTOR, PHYSICAL PLANT	55	11,266	14,335	17,897	20,633	28,867
13	COMPTROLLER	39	12,548	17,699	18,947	20,318	24,712
17	CHIEF DEVELOPMENT OFFICER	25	14,299	17,981	20,712	23,585	30,491
18	CHIEF PUBLIC RELATIONS OFFICER	32	8,926	14,135	18,147	20,026	24,970
20	CHIEF STUDENT LIFE OFFICER	51	8,595	20,293	23,487	26,908	32,844
30	DIR./DEAN, ARTS & SCIENCES	38	17,708	20,481	23,992	25,673	29,980
31	DIR./DEAN, BUSINESS	38	14,536	18,604	21,893	26,080	30,360
34	DIR./DEAN, ENGINEERING	13	14,258	19,499	20,621	25,001	28,305
35	DIR./DEAN, EXTENSION	12	11,200	19,496	22,171	22,963	26,249
36	DIR./DEAN, FINE ARTS	16	14,761	20,089	21,071	23,817	29,140
42	DIR./DEAN, NURSING	23	14,897	17,378	19,700	23,374	27,288
45	DIR./DEAN, TECHNOLOGY	20	15,516	19,065	22,325	24,480	30,360
46	DIR./DEAN, VOCATIONAL EDUC.	32	12,757	20,580	22,882	25,905	29,804

TABLE 70: RANGE OF SALARY AS A PERCENTAGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 961 INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF $ SALARY / TOT CMP MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	900	44	74	84	91	100
2	CHIEF ACADEMIC OFFICER	873	49	85	89	92	100
3	REGISTRAR	854	58	82	88	91	100
5	HEAD LIBRARIAN	905	57	83	89	91	100
8	CHIEF BUSINESS OFFICER	898	57	84	88	92	100
10	DIRECTOR, PERSONNEL SERVICES	369	49	84	88	92	100
11	DIRECTOR, PHYSICAL PLANT	767	57	81	87	91	100
13	COMPTROLLER	538	68	82	88	91	100
17	CHIEF DEVELOPMENT OFFICER	582	42	83	87	91	100
18	CHIEF PUBLIC RELATIONS OFFICER	531	57	82	87	91	100
20	CHIEF STUDENT LIFE OFFICER	661	62	83	89	92	100
28	DIR./DEAN, ARCHITECTURE	46	78	86	90	92	100
29	DIR./DEAN, AGRICULTURE	51	77	88	91	92	98
30	DIR./DEAN, ARTS & SCIENCES	317	67	84	90	92	100
31	DIR./DEAN, BUSINESS	291	77	87	90	92	100
32	DIR./DEAN, DENTISTRY	40	76	87	89	92	98
33	DIR./DEAN, EDUCATION	263	69	88	90	92	100
34	DIR./DEAN, ENGINEERING	149	77	87	90	92	100
35	DIR./DEAN, EXTENSION	142	57	87	89	92	100
36	DIR./DEAN, FINE ARTS	132	79	87	90	92	100
37	DIR./DEAN, GRADUATE PROGRAMS	259	69	86	90	92	100
38	DIR./DEAN, HOME ECONOMICS	69	77	88	91	92	100
39	DIR./DEAN, LAW	89	77	85	89	92	100
40	DIR./DEAN, MEDICINE	49	75	86	90	93	98
41	DIR./DEAN, MUSIC	92	73	85	89	92	100
42	DIR./DEAN, NURSING	147	63	86	90	92	100
43	DIR./DEAN, PHARMACY	47	79	87	90	92	98
44	DIR./DEAN, SOCIAL WORK	66	76	86	90	93	100
45	DIR./DEAN, TECHNOLOGY	87	79	87	90	92	100
46	DIR./DEAN, VOCATIONAL EDUC.	119	77	89	91	93	100

V--COMPENSATION RELATIONSHIPS

The data in this section of the report present the results of investigations of the compensation relationships among the 46 positions surveyed. In all tables, the position line number corresponds to the number of the summary position description given in Appendix A. Data are presented on intra-institutional cash compensation relationships, intra-institutional total compensation relationships and on relevant factors in administrative compensation.

INTRA-INSTITUTIONAL CASH COMPENSATION RELATIONSHIPS

In most institutions, the salary of the Chief Executive Officer (President) sets the ceiling for all salaries. There are a few cases where the President donates all or some of his services. In still other instances, the salary of the President is established by law, whereas other salaries in the same institution are not. As a result, there are a few institutions where the top salary is paid to someone other than the President. However, in most institutions, the best indicator of the level of the administrative salary policy of the institution, and to some degree, of its ability to pay, is the President's salary.

All Institutions

Table 71 shows the results of comparing all salaries to the President's salary in each of the 900 institutions reporting the value of the President's salary. All relationships thus developed are expressed as an index, with the President's salary index set at 100. The range of indices for each position is displayed in terms of the lowest index in any institution, the first quartile, the median, the third quartile and the highest index.

"Highest" and "Lowest" indices should be interpreted as absolutes only for the sample population. Due to the characteristics of this study, the inter-quartile range and the median are more reliable indicators of the current situation.

Analysis of Table 71 median indices indicates that, regardless of the salary of the Chief Executive Officer (President) and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Development Officer and the Chief Student Life Officer. This relationship is the same as that found in the previous two studies except that the Chief Student Life Officer median index has increased to equal that of the

Chief Development Officer; further, the indices for these four positions vary by not more than one index point in comparisons made between the studies completed two years and four years apart. In the cases of Academic Directors/Deans, analysis of Table 71 median indices indicates that, regardless of the salary of the Chief Executive Officer (President), and where such positions exist, these positions will rank in the following descending order: medicine, law, dentistry, agriculture and education, arts and sciences and engineering, graduate programs, business, pharmacy, fine arts, technology, vocational education, social work, architecture and extension and home economics, music, and nursing. It is interesting to note that, in two years, the relative rankings of the first ten Academic Directors/Deans have not changed.

The inter-quartile range of salary indices has remained relatively consistent over three biennial studies. In 33 of the 46 positions, the size of the inter-quartile range is 14, 15, 16, 17 or 18 index points. In the professional administrative staff positions (exclusive of Academic Directors/Deans), 13 of the 27 positions show an inter-quartile range of 14, 15 or 16 index points. In the cases of the Academic Directors/Deans, nine of the 19 positions show an inter-quartile range of 14, 15 or 16 points. The inter-quartile range point spread appears to be decreasing slightly over time.

Universities

Table 72 shows the intra-institutional salary relationships in 218 universities developed in the same manner as for all institutions. Analysis of median indices of salaries in universities indicates that, regardless of the salary of the Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer, and the Chief Development Officer. In half of the cases, the Chief Academic Officer's salary is from 75 to 88 per cent of that of the President.

In 25 of the 46 positions, the size of the inter-quartile range is either 12, 13, 14 or 15 index points.

Senior Colleges

Table 73 displays the intra-institutional salary relationships in 405 senior colleges developed in the same manner as for all institutions. Analysis of median indices of salaries in senior colleges indicates that, regardless of the salary of the

Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Development Officer, and the Chief Student Life Officer. This relationship is identical to that found two years ago. In half of the cases, the Chief Academic Officer's salary is from 71 to 85 per cent of that of the President.

In 26 of the 38 positions, the size of the inter-quartile range is either 14, 15, 16, 17 or 18 index points.

Junior Colleges

Table 74 shows the intra-institutional salary relationships in 277 junior colleges developed in the same manner as for all institutions. Analysis of median indices of salaries in junior colleges indicates that, regardless of the salary of the Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer, and the Chief Development Officer. This relationship is identical to that found two years ago. In half the cases, the Chief Academic Officer's salary is from 71 to 83 per cent of that of the President.

In 21 of the 37 positions, the size of the inter-quartile range is 15, 16, 17 or 18 index points.

Educational and General Budget Impact

One of the purposes of this study is to display the impact of the size of the Educational and General Budget of an institution in terms of the intra-institutional cash compensation relationships. Analysis of Tables 75-78 indicates that the Chief Academic Officer is consistently the second highest paid administrative officer under the President exclusive of Academic Directors/Deans. The third highest paid officer is the Chief Business Officer except in the institutions with the smallest Educational and General Budgets, where the Chief Development Officer is the next highest paid position. The fourth highest paid officer is either the Chief Development Officer or the Chief Student Life Officer with the former taking the fourth position in those institutions having extremely large Educational and General Budgets.

Analysis of median salaries in these same tables, therefore, indicates that there is a relationship in the "pecking order" of position salaries and the size of the Educational and General Budget. It is not a consistent relationship although it is reasonably stable.

INTRA-INSTITUTIONAL TOTAL COMPENSATION RELATIONSHIPS

As in the case of salary, the total compensation of the Chief Executive Officer (President) sets the ceiling for the total compensation of all other positions in most institutions. Tables 79-86 develop comparative indices for total compensation in the same manner as for salaries in the preceding section. Similarly, the inter-quartile range and the median are also more reliable indicators of the present situation than are the "Highest" and "Lowest" indices.

All Institutions

Table 79 shows the intra-institutional total compensation relationships developed for the 900 institutions reporting the value of the President's total compensation. Analysis of the median indices indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer and the Chief Development Officer. In half the cases, the Chief Academic Officer's total compensation is from 65-80 per cent of that of the President. Furthermore, the indices for these four positions vary by not more than two index points when compared to similar indices in the 1969-70 study and by not more than three index points when compared to similar indices in the 1967-68 study.

The inter-quartile range of total compensation indices remains relatively consistent. In 14 of the 30 positions, the size of the inter-quartile range is 16, 17 or 18 index points. In the professional administrative staff positions (exclusive of Academic Directors/Deans), 4 of the 11 positions show an inter-quartile range of 16, 17, 18 or 19 index points. In the cases of the Academic Directors/Deans, 11 of the 19 positions show an inter-quartile range of 16, 17 or 18 index points.

Universities

Table 80 shows the intra-institutional total compensation relationships in 218 universities developed in the same manner as for all institutions. Analysis of median indices of universities indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer, and the Chief Development Officer. This relationship is identical to that found two years ago. In half of the cases, the Chief Academic Officer's total compensation is from 64 to 80 per cent of that of the President. In 17 of the 30 positions, the size of the inter-quartile range is either 16, 17, 18, 19 or 20 index points.

Senior Colleges

Table 81 displays the intra-institutional total compensation relationships in 405 senior colleges developed in the same manner as for all institutions. Analysis of median indices of the total compensations in senior colleges indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Development Officer, and the Chief Student Life Officer. This relationship is identical to that found two years ago. In half of the cases, the Chief Academic Officer's total compensation is from 62 to 80 per cent of that of the President. In 13 of the 23 positions, the size of the inter-quartile range is either 16, 17 or 18 index points.

Junior Colleges

Table 82 shows the intra-institutional total compensation relationships in 277 junior colleges developed in the same manner as for all institutions. Analysis of median indices indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Student Life

Officer and the Chief Business Officer, and the Chief Development Officer. In half of the cases, the Chief Academic Officer's total compensation is from 68 to 81 per cent of that of the President. In 12 of the 22 positions, the size of the inter-quartile range is 14, 15, 16, 17 or 18 index points.

Educational and General Budget Impact

Analysis of Tables 83-86, which display the impact of the size of the Educational and General Budget of an institution in terms of the intra-institutional total compensation relationships, indicates that the Chief Academic Officer remains consistently the second highest paid administrative officer under the President, exclusive of Academic Directors/Deans. The third highest paid officer remains the Chief Business Officer, except in institutions with the smallest Educational and General Budgets, where the Chief Development Officer has the same median index as that of the Chief Business Officer. This relationship is similar to that found earlier when intra-institutional cash compensation relationships were compared on the basis of the Educational and General Budget. This sameness reflects the heavy reliance on cash in the total compensation package.

TABLE 71: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 900 INSTITUTIONS, 1971-72

	Position	No. Indvs Rptd	Range of % Salary / Prs Sal				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR. (PRES)	900	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	849	41	72	79	86	161
3	REGISTRAR	816	17	38	47	57	115
4	DIRECTOR OF ADMISSIONS	639	29	41	48	57	86
5	HEAD LIBRARIAN	869	17	48	54	62	110
6	DIRECTOR, COMPUTER CENTER	486	13	41	50	58	96
7	DIRECTOR, COMMUNITY SERVICES	195	13	47	55	65	89
8	CHIEF BUSINESS OFFICER	854	28	61	69	79	120
9	PURCHASING AGENT	423	13	33	39	45	91
10	DIRECTOR, PERSONNEL SERVICES	381	16	36	43	51	96
11	DIRECTOR, PHYSICAL PLANT	716	22	40	46	53	103
12	DIRECTOR, FOOD SERVICES	318	16	36	41	49	117
13	COMPTROLLER	803	21	43	49	57	89
14	DIRECTOR, STUDENT HOUSING	319	12	31	38	46	78
15	MANAGER, BOOKSTORE	402	11	25	31	38	66
16	STAFF LEGAL COUNSEL	57	20	43	53	63	80
17	CHIEF DEVELOPMENT OFFICER	542	15	54	63	72	130
18	CHIEF PUBLIC RELATIONS OFFICER	407	20	41	49	59	96
19	DIRECTOR, INFORMATION OFFICE	347	14	33	39	47	76
20	CHIEF STUDENT LIFE OFFICER	435	23	53	63	71	101
21	DIRECTOR, STUDENT UNION	302	14	33	40	48	80
22	DIRECTOR, STUDENT PLACEMENT	401	14	33	41	49	88
23	DEAN OF MEN	338	21	41	48	55	88
24	DEAN OF WOMEN	361	17	37	43	51	80
25	DIR.,STUDENT FINANCIAL AID	466	14	32	39	47	87
26	DIRECTOR, STUDENT COUNSELING	484	17	42	50	59	104
27	DIRECTOR, ATHLETICS	537	20	46	55	63	98
28	DIR./DEAN, ARCHITECTURE	43	38	54	60	69	85
29	DIR./DEAN, AGRICULTURE	80	42	64	72	78	98
30	DIR./DEAN, ARTS & SCIENCES	303	33	64	71	79	98
31	DIR./DEAN, BUSINESS	272	34	61	69	77	110
32	DIR./DEAN, DENTISTRY	36	37	59	74	86	105
33	DIR./DEAN, EDUCATION	249	24	64	72	79	100
34	DIR./DEAN, ENGINEERING	138	39	63	71	80	100
35	DIR./DEAN, EXTENSION	159	24	49	60	68	96
36	DIR./DEAN, FINE ARTS	126	39	56	67	74	88
37	DIR./DEAN, GRADUATE PROGRAMS	248	26	62	70	78	100
38	DIR./DEAN, HOME ECONOMICS	68	33	46	60	68	101
39	DIR./DEAN, LAW	78	47	70	77	88	114
40	DIR./DEAN, MEDICINE	48	54	78	94	102	116
41	DIR./DEAN, MUSIC	90	23	47	59	67	84
42	DIR./DEAN, NURSING	186	18	52	58	65	89
43	DIR./DEAN, PHARMACY	49	44	62	68	76	96
44	DIR./DEAN, SOCIAL WORK	63	30	56	64	72	101
45	DIR./DEAN, TECHNOLOGY	45	31	57	66	75	142
46	DIR./DEAN, VOCATIONAL EDUC.	113	36	57	65	73	96

TABLE 72: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 218 UNIVERSITIES, 1971-72

	Position	No. Indvs Rptd	Range of % Salary / Prs Sal				
			Minimum	Q1	Median	Q3	Maximum
1	CHIEF EXECUTIVE OFFR. (PRES)	218	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	208	43	75	82	88	117
3	REGISTRAR	212	20	37	45	53	86
4	DIRECTOR OF ADMISSIONS	179	25	38	44	51	80
5	HEAD LIBRARIAN	214	18	46	57	69	97
6	DIRECTOR, COMPUTER CENTER	184	28	46	51	60	84
7	DIRECTOR, COMMUNITY SERVICES	48	16	42	52	61	78
8	CHIEF BUSINESS OFFICER	214	41	65	73	81	120
9	PURCHASING AGENT	103	16	33	39	45	83
10	DIRECTOR, PERSONNEL SERVICES	176	19	36	41	48	78
11	DIRECTOR, PHYSICAL PLANT	212	25	41	48	55	75
12	DIRECTOR, FOOD SERVICES	113	22	34	40	47	69
13	COMPTROLLER	177	24	43	50	57	84
14	DIRECTOR, STUDENT HOUSING	151	12	33	39	46	68
15	MANAGER, BOOKSTORE	174	15	28	33	40	58
16	STAFF LEGAL COUNSEL	49	29	44	53	62	78
17	CHIEF DEVELOPMENT OFFICER	143	35	50	62	72	111
18	CHIEF PUBLIC RELATIONS OFFICER	149	22	42	52	61	90
19	DIRECTOR, INFORMATION OFFICE	135	19	32	38	47	72
20	CHIEF STUDENT LIFE OFFICER	179	26	53	63	71	97
21	DIRECTOR, STUDENT UNION	146	19	33	40	47	72
22	DIRECTOR, STUDENT PLACEMENT	176	19	31	38	45	81
23	DEAN OF MEN	129	21	39	45	52	75
24	DEAN OF WOMEN	139	17	36	41	47	69
25	DIR.,STUDENT FINANCIAL AID	196	19	30	38	41	69
26	DIRECTOR, STUDENT COUNSELING	160	22	40	47	54	68
27	DIRECTOR, ATHLETICS	192	21	48	55	63	90
28	DIR./DEAN, ARCHITECTURE	38	38	54	60	67	83
29	DIR./DEAN, AGRICULTURE	37	45	67	74	80	95
30	DIR./DEAN, ARTS & SCIENCES	178	33	66	72	80	95
31	DIR./DEAN, BUSINESS	169	39	68	73	80	110
32	DIR./DEAN, DENTISTRY	28	54	71	79	89	105
33	DIR./DEAN, EDUCATION	147	29	65	73	79	100
34	DIR./DEAN, ENGINEERING	100	39	67	73	81	95
35	DIR./DEAN, EXTENSION	87	29	50	62	70	86
36	DIR./DEAN, FINE ARTS	59	34	63	70	75	86
37	DIR./DEAN, GRADUATE PROGRAMS	169	26	62	71	79	100
38	DIR./DEAN, HOME ECONOMICS	41	33	54	64	69	84
39	DIR./DEAN, LAW	72	49	70	77	89	114
40	DIR./DEAN, MEDICINE	49	54	78	94	102	116
41	DIR./DEAN, MUSIC	52	23	51	61	68	84
42	DIR./DEAN, NURSING	81	18	53	60	65	89
43	DIR./DEAN, PHARMACY	43	44	62	67	75	96
44	DIR./DEAN, SOCIAL WORK	42	35	56	65	74	101
45	DIR./DEAN, TECHNOLOGY	31	31	57	63	75	108
46	DIR./DEAN, VOCATIONAL EDUC.	19	36	48	58	70	88

TABLE 73: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 405 SENIOR COLLEGES, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	405	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	381	41	71	78	85	109
3	REGISTRAR	380	17	37	45	55	89
4	DIRECTOR OF ADMISSIONS	320	24	41	48	56	85
5	HEAD LIBRARIAN	388	17	44	52	59	90
6	DIRECTOR, COMPUTER CENTER	185	13	38	46	53	82
7	DIRECTOR, COMMUNITY SERVICES	49	13	42	53	60	82
8	CHIEF BUSINESS OFFICER	386	28	60	67	77	106
9	PURCHASING AGENT	163	13	31	38	42	91
10	DIRECTOR, PERSONNEL SERVICES	126	16	35	41	49	91
11	DIRECTOR, PHYSICAL PLANT	340	22	38	45	52	91
12	DIRECTOR, FOOD SERVICES	140	16	37	42	49	91
13	COMPTROLLER	227	21	42	48	56	82
14	DIRECTOR, STUDENT HOUSING	145	15	29	37	45	76
15	MANAGER, BOOKSTORE	278	12	24	29	36	64
17	CHIEF DEVELOPMENT OFFICER	309	15	56	64	73	119
18	CHIEF PUBLIC RELATIONS OFFICER	282	20	40	47	55	95
19	DIRECTOR, INFORMATION OFFICE	181	17	32	38	44	76
20	CHIEF STUDENT LIFE OFFICER	289	23	51	60	70	95
21	DIRECTOR, STUDENT UNION	168	19	32	38	47	75
22	DIRECTOR, STUDENT PLACEMENT	194	16	34	41	50	85
23	DEAN OF MEN	167	24	41	48	54	88
24	DEAN OF WOMEN	197	25	37	43	52	75
25	DIR.,STUDENT FINANCIAL AID	305	15	32	39	47	81
26	DIRECTOR, STUDENT COUNSELING	191	17	40	48	57	100
27	DIRECTOR, ATHLETICS	238	20	45	54	62	82
30	DIR./DEAN, ARTS & SCIENCES	76	35	64	72	78	98
31	DIR./DEAN, BUSINESS	62	39	60	68	77	88
33	DIR./DEAN, EDUCATION	89	40	64	72	79	94
34	DIR./DEAN, ENGINEERING	13	47	63	69	80	100
35	DIR./DEAN, EXTENSION	35	33	45	58	67	85
36	DIR./DEAN, FINE ARTS	39	35	55	64	76	88
37	DIR./DEAN, GRADUATE PROGRAMS	88	40	60	70	78	94
38	DIR./DEAN, HOME ECONOMICS	16	34	39	43	57	78
41	DIR./DEAN, MUSIC	29	34	48	56	67	82
42	DIR./DEAN, NURSING	29	32	51	58	68	84
44	DIR./DEAN, SOCIAL WORK	10	30	60	64	67	88
45	DIR./DEAN, TECHNOLOGY	16	51	59	71	77	85

TABLE 74: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 277 JUNIOR COLLEGES, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	277	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	248	46	71	77	83	161
3	REGISTRAR	279	22	42	54	66	115
4	DIRECTOR OF ADMISSIONS	140	26	47	56	63	82
5	HEAD LIBRARIAN	265	29	50	56	63	110
6	DIRECTOR, COMPUTER CENTER	117	24	47	53	61	96
7	DIRECTOR, COMMUNITY SERVICES	103	30	48	58	67	89
8	CHIEF BUSINESS OFFICER	282	33	59	68	75	103
9	PURCHASING AGENT	77	18	36	43	47	79
10	DIRECTOR, PERSONNEL SERVICES	80	24	44	54	67	96
11	DIRECTOR, PHYSICAL PLANT	169	33	50	56	63	103
12	DIRECTOR, FOOD SERVICES	68	14	33	41	51	117
13	COMPTROLLER	99	29	43	50	58	89
14	DIRECTOR, STUDENT HOUSING	93	20	34	43	49	78
15	MANAGER, BOOKSTORE	148	11	24	30	37	57
17	CHIEF DEVELOPMENT OFFICER	70	32	51	60	69	130
18	CHIEF PUBLIC RELATIONS OFFICER	101	21	42	52	60	96
19	DIRECTOR, INFORMATION OFFICE	61	18	37	45	52	67
20	CHIEF STUDENT LIFE OFFICER	172	28	58	67	76	101
21	DIRECTOR, STUDENT UNION	78	20	38	45	56	80
22	DIRECTOR, STUDENT PLACEMENT	71	20	40	45	56	74
23	DEAN OF MEN	49	25	50	59	66	85
24	DEAN OF WOMEN	40	33	43	52	59	80
25	DIR.,STUDENT FINANCIAL AID	145	17	40	48	58	87
26	DIRECTOR, STUDENT COUNSELING	143	24	49	57	64	81
27	DIRECTOR, ATHLETICS	112	25	47	55	65	88
30	DIR./DEAN, ARTS & SCIENCES	55	48	61	67	73	89
31	DIR./DEAN, BUSINESS	56	40	53	60	71	89
33	DIR./DEAN, EDUCATION	13	50	57	63	77	98
34	DIR./DEAN, ENGINEERING	25	39	54	59	69	86
35	DIR./DEAN, EXTENSION	37	35	51	60	69	96
36	DIR./DEAN, FINE ARTS	28	43	52	60	68	81
38	DIR./DEAN, HOME ECONOMICS	11	40	47	64	71	101
42	DIR./DEAN, NURSING	46	31	51	58	65	82
44	DIR./DEAN, SOCIAL WORK	11	36	57	61	64	81
45	DIR./DEAN, TECHNOLOGY	38	39	56	66	79	192
46	DIR./DEAN, VOCATIONAL EDUC.	87	42	61	66	79	96

TABLE 75: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 223 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS LESS THAN $1,601,680, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	223	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	200	42	69	77	87	161
3	REGISTRAR	174	22	39	49	62	115
4	DIRECTOR OF ADMISSIONS	113	27	46	52	61	82
5	HEAD LIBRARIAN	209	28	47	54	62	110
6	DIRECTOR, COMPUTER CENTER	23	33	43	52	63	92
7	DIRECTOR, COMMUNITY SERVICES	25	30	49	57	69	86
8	CHIEF BUSINESS OFFICER	195	28	58	65	76	103
9	PURCHASING AGENT	20	15	33	42	50	63
10	DIRECTOR, PERSONNEL SERVICES	23	26	42	63	70	83
11	DIRECTOR, PHYSICAL PLANT	117	23	37	45	59	103
12	DIRECTOR, FOOD SERVICES	56	16	32	41	52	117
13	COMPTROLLER	59	26	39	48	56	89
14	DIRECTOR, STUDENT HOUSING	17	16	32	43	47	53
15	MANAGER, BOOKSTORE	106	11	21	28	36	66
17	CHIEF DEVELOPMENT OFFICER	98	41	57	68	80	130
18	CHIEF PUBLIC RELATIONS OFFICER	90	20	41	48	63	96
19	DIRECTOR, INFORMATION OFFICE	39	18	34	40	48	73
20	CHIEF STUDENT LIFE OFFICER	120	31	56	65	75	99
21	DIRECTOR, STUDENT UNION	30	18	27	41	50	62
22	DIRECTOR, STUDENT PLACEMENT	27	16	38	43	54	67
23	DEAN OF MEN	43	26	43	50	64	76
24	DEAN OF WOMEN	61	27	37	43	55	80
25	DIR.,STUDENT FINANCIAL AID	83	16	32	44	54	83
26	DIRECTOR, STUDENT COUNSELING	66	20	46	53	61	80
27	DIRECTOR, ATHLETICS	76	25	48	56	67	88
30	DIR./DEAN, ARTS & SCIENCES	16	45	52	66	72	88
31	DIR./DEAN, BUSINESS	16	48	50	60	70	89
33	DIR./DEAN, EDUCATION	15	46	56	75	78	98
36	DIR./DEAN, EXTENSION	10	38	50	58	67	87
34	DIR./DEAN, FINE ARTS	11	43	52	56	72	81
42	DIR./DEAN, NURSING	12	39	52	63	69	75
46	DIR./DEAN, VOCATIONAL EDUC.	22	49	60	63	72	93

TABLE 76: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 223 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $1,603,681--$3,129,039, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	221	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	211	41	71	78	83	100
3	REGISTRAR	209	17	38	46	56	82
4	DIRECTOR OF ADMISSIONS	163	24	41	48	57	84
5	HEAD LIBRARIAN	214	29	46	52	58	90
6	DIRECTOR, COMPUTER CENTER	85	21	40	46	54	96
7	DIRECTOR, COMMUNITY SERVICES	37	34	48	57	65	75
8	CHIEF BUSINESS OFFICER	210	28	59	66	79	106
9	PURCHASING AGENT	62	18	34	39	46	91
10	DIRECTOR, PERSONNEL SERVICES	85	26	40	50	60	91
11	DIRECTOR, PHYSICAL PLANT	173	22	36	43	49	91
12	DIRECTOR, FOOD SERVICES	61	16	35	41	47	91
13	COMPTROLLER	107	22	40	47	54	82
14	DIRECTOR, STUDENT HOUSING	51	15	29	39	47	78
15	MANAGER, BOOKSTORE	143	12	23	27	35	62
17	CHIEF DEVELOPMENT OFFICER	133	27	55	62	70	100
18	CHIEF PUBLIC RELATIONS OFFICER	114	21	38	46	57	82
19	DIRECTOR, INFORMATION OFFICE	73	17	33	38	45	64
20	CHIEF STUDENT LIFE OFFICER	152	23	51	61	69	96
21	DIRECTOR, STUDENT UNION	72	15	32	39	47	70
22	DIRECTOR, STUDENT PLACEMENT	75	14	32	39	47	66
23	DEAN OF MEN	70	26	41	50	57	88
24	DEAN OF WOMEN	76	23	38	43	49	76
25	DIR.,STUDENT FINANCIAL AID	156	15	34	41	49	87
26	DIRECTOR, STUDENT COUNSELING	90	17	41	50	59	76
27	DIRECTOR, ATHLETICS	109	20	46	52	62	81
30	DIR./DEAN, ARTS & SCIENCES	21	38	60	62	71	80
31	DIR./DEAN, BUSINESS	28	40	50	61	66	81
33	DIR./DEAN, EDUCATION	16	40	56	60	72	79
36	DIR./DEAN, EXTENSION	19	33	52	56	70	96
34	DIR./DEAN, FINE ARTS	11	46	47	55	78	81
37	DIR./DEAN, GRADUATE PROGRAMS	19	42	56	65	68	94
42	DIR./DEAN, NURSING	19	31	48	53	64	84
45	DIR./DEAN, TECHNOLOGY	12	45	53	60	60	80
46	DIR./DEAN, VOCATIONAL EDUC.	30	42	64	69	75	96

TABLE 77: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 227 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $3,129,040--$7,495,416, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	227	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	219	43	70	78	83	109
3	REGISTRAR	216	18	38	47	56	81
4	DIRECTOR OF ADMISSIONS	193	25	42	49	56	80
5	HEAD LIBRARIAN	220	17	47	53	59	76
6	DIRECTOR, COMPUTER CENTER	169	13	38	47	53	77
7	DIRECTOR, COMMUNITY SERVICES	69	13	47	56	66	76
8	CHIEF BUSINESS OFFICER	221	35	62	70	78	109
9	PURCHASING AGENT	155	16	31	38	48	77
10	DIRECTOR, PERSONNEL SERVICES	198	18	32	40	49	78
11	DIRECTOR, PHYSICAL PLANT	203	25	41	46	52	89
12	DIRECTOR, FOOD SERVICES	80	16	36	42	50	68
13	COMPTROLLER	169	21	43	50	58	76
14	DIRECTOR, STUDENT HOUSING	89	16	28	34	42	76
15	MANAGER, BOOKSTORE	174	12	26	31	37	57
17	CHIEF DEVELOPMENT OFFICER	185	18	54	69	72	100
18	CHIEF PUBLIC RELATIONS OFFICER	157	21	41	48	54	78
19	DIRECTOR, INFORMATION OFFICE	108	18	32	39	47	76
20	CHIEF STUDENT LIFE OFFICER	173	28	51	62	72	89
21	DIRECTOR, STUDENT UNION	117	14	32	37	48	80
22	DIRECTOR, STUDENT PLACEMENT	149	17	32	40	48	74
23	DEAN OF MEN	100	29	40	47	54	85
24	DEAN OF WOMEN	105	17	37	43	51	72
25	DIR.,STUDENT FINANCIAL AID	196	20	31	39	46	78
26	DIRECTOR, STUDENT COUNSELING	149	21	40	48	58	108
27	DIRECTOR, ATHLETICS	185	20	44	51	60	88
30	DIR./DEAN, ARTS & SCIENCES	79	33	63	69	76	96
31	DIR./DEAN, BUSINESS	67	34	59	66	74	93
33	DIR./DEAN, EDUCATION	93	29	64	74	78	108
34	DIR./DEAN, ENGINEERING	98	39	56	62	71	89
35	DIR./DEAN, EXTENSION	28	35	50	58	67	77
36	DIR./DEAN, FINE ARTS	32	46	57	62	76	88
37	DIR./DEAN, GRADUATE PROGRAMS	58	36	57	68	74	100
38	DIR./DEAN, HOME ECONOMICS	19	36	44	64	71	78
39	DIR./DEAN, LAW	19	69	70	83	101	113
41	DIR./DEAN, MUSIC	23	23	43	56	68	73
42	DIR./DEAN, NURSING	40	44	54	57	68	89
44	DIR./DEAN, SOCIAL WORK	10	57	64	66	81	101
45	DIR./DEAN, TECHNOLOGY	26	47	65	68	77	86
46	DIR./DEAN, VOCATIONAL EDUC.	32	53	58	66	71	90

TABLE 78: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 229 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $7,495,417--$140,753,000, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	229	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	219	55	76	82	88	119
3	REGISTRAR	232	20	39	47	56	86
4	DIRECTOR OF ADMISSIONS	190	28	39	46	55	85
5	HEAD LIBRARIAN	226	29	52	60	67	97
6	DIRECTOR, COMPUTER CENTER	219	26	47	53	61	89
7	DIRECTOR, COMMUNITY SERVICES	49	29	44	54	64	89
8	CHIEF BUSINESS OFFICER	228	33	66	74	81	120
9	PURCHASING AGENT	206	13	33	39	44	66
10	DIRECTOR, PERSONNEL SERVICES	208	19	37	42	49	96
11	DIRECTOR, PHYSICAL PLANT	225	31	46	50	56	84
12	DIRECTOR, FOOD SERVICES	121	23	36	41	49	70
13	COMPTROLLER	183	27	46	50	58	84
14	DIRECTOR, STUDENT HOUSING	147	12	34	40	47	68
15	MANAGER, BOOKSTORE	179	18	29	35	40	58
16	STAFF LEGAL COUNSEL	46	20	43	52	62	78
17	CHIEF DEVELOPMENT OFFICER	186	35	50	61	71	111
18	CHIEF PUBLIC RELATIONS OFFICER	169	22	42	52	61	90
19	DIRECTOR, INFORMATION OFFICE	135	19	34	41	48	72
20	CHIEF STUDENT LIFE OFFICER	190	32	56	65	73	101
21	DIRECTOR, STUDENT UNION	173	15	35	42	48	75
22	DIRECTOR, STUDENT PLACEMENT	195	19	35	42	51	85
23	DEAN OF MEN	122	21	40	46	53	83
24	DEAN OF WOMEN	119	19	37	43	51	77
25	DIR.,STUDENT FINANCIAL AID	211	19	32	38	45	75
26	DIRECTOR, STUDENT COUNSELING	188	29	43	50	58	80
27	DIRECTOR, ATHLETICS	209	25	50	57	63	90
28	DIR./DEAN, ARCHITECTURE	37	38	55	60	69	84
29	DIR./DEAN, AGRICULTURE	38	45	64	71	80	95
30	DIR./DEAN, ARTS & SCIENCES	187	40	67	73	80	95
31	DIR./DEAN, BUSINESS	169	39	64	73	80	110
32	DIR./DEAN, DENTISTRY	32	37	67	76	87	105
33	DIR./DEAN, EDUCATION	165	31	65	73	80	95
34	DIR./DEAN, ENGINEERING	99	39	67	74	82	95
35	DIR./DEAN, EXTENSION	105	29	48	62	70	86
36	DIR./DEAN, FINE ARTS	72	34	61	68	74	86
37	DIR./DEAN, GRADUATE PROGRAMS	172	26	64	72	80	95
38	DIR./DEAN, HOME ECONOMICS	45	33	51	63	68	84
39	DIR./DEAN, LAW	61	47	70	77	86	119
40	DIR./DEAN, MEDICINE	43	59	77	93	102	116
41	DIR./DEAN, MUSIC	50	35	52	61	69	84
42	DIR./DEAN, NURSING	85	18	52	60	66	85
43	DIR./DEAN, PHARMACY	41	49	61	67	74	90
44	DIR./DEAN, SOCIAL WORK	46	35	55	64	72	86
45	DIR./DEAN, TECHNOLOGY	40	31	54	62	72	108
46	DIR./DEAN, VOCATIONAL EDUC.	29	36	49	57	70	88

TABLE 79: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 900 INSTITUTIONS, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF $ TOTCMP / PRS TCH				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	900	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	849	27	65	73	80	161
3	REGISTRAR	816	19	38	43	55	115
5	HEAD LIBRARIAN	869	18	42	51	59	110
8	CHIEF BUSINESS OFFICER	884	22	56	64	72	120
10	DIRECTOR, PERSONNEL SERVICES	381	13	32	40	49	99
11	DIRECTOR, PHYSICAL PLANT	716	19	36	43	50	103
13	COMPTROLLER	503	19	38	46	53	98
17	CHIEF DEVELOPMENT OFFICER	542	17	47	54	66	130
18	CHIEF PUBLIC RELATIONS OFFICER	497	15	36	45	54	97
20	CHIEF STUDENT LIFE OFFICER	655	17	48	57	68	99
28	DIR./DEAN, ARCHITECTURE	83	29	56	55	62	81
29	DIR./DEAN, AGRICULTURE	80	40	56	68	73	98
30	DIR./DEAN, ARTS & SCIENCES	303	33	54	65	73	98
31	DIR./DEAN, BUSINESS	272	29	54	64	72	106
32	DIR./DEAN, DENTISTRY	36	38	52	65	80	109
33	DIR./DEAN, EDUCATION	249	25	57	65	73	99
34	DIR./DEAN, ENGINEERING	138	29	54	64	73	91
35	DIR./DEAN, EXTENSION	159	29	47	55	64	97
36	DIR./DEAN, FINE ARTS	126	30	51	62	69	87
37	DIR./DEAN, GRADUATE PROGRAMS	248	27	54	64	71	95
38	DIR./DEAN, HOME ECONOMICS	68	29	42	54	65	101
39	DIR./DEAN, LAW	75	30	59	71	79	111
40	DIR./DEAN, MEDICINE	45	39	69	78	94	116
41	DIR./DEAN, MUSIC	90	23	41	52	59	83
42	DIR./DEAN, NURSING	156	21	47	54	62	85
43	DIR./DEAN, PHARMACY	49	32	50	61	68	87
44	DIR./DEAN, SOCIAL WORK	63	28	50	60	66	87
45	DIR./DEAN, TECHNOLOGY	85	30	52	60	71	141
46	DIR./DEAN, VOCATIONAL EDUC.	113	32	55	63	72	97

TABLE 80: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 238 UNIVERSITIES, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF $ TOTCMP / PRS TCH				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	238	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	205	27	64	73	80	118
3	REGISTRAR	217	19	32	40	48	74
5	HEAD LIBRARIAN	216	19	42	49	58	86
8	CHIEF BUSINESS OFFICER	216	34	58	65	73	120
10	DIRECTOR, PERSONNEL SERVICES	175	13	31	37	43	70
11	DIRECTOR, PHYSICAL PLANT	212	19	37	43	50	76
13	COMPTROLLER	197	21	38	46	52	83
17	CHIEF DEVELOPMENT OFFICER	143	25	49	54	64	95
18	CHIEF PUBLIC RELATIONS OFFICER	169	18	36	44	55	92
20	CHIEF STUDENT LIFE OFFICER	179	23	48	55	65	84
28	DIR./DEAN, ARCHITECTURE	35	29	46	54	60	81
29	DIR./DEAN, AGRICULTURE	37	43	57	66	72	82
30	DIR./DEAN, ARTS & SCIENCES	172	33	54	64	71	93
31	DIR./DEAN, BUSINESS	154	30	57	68	72	106
32	DIR./DEAN, DENTISTRY	28	44	59	70	84	109
33	DIR./DEAN, EDUCATION	147	28	53	64	72	99
34	DIR./DEAN, ENGINEERING	100	29	54	64	73	91
35	DIR./DEAN, EXTENSION	87	29	44	53	63	87
36	DIR./DEAN, FINE ARTS	89	30	54	61	69	85
37	DIR./DEAN, GRADUATE PROGRAMS	159	27	53	62	71	95
38	DIR./DEAN, HOME ECONOMICS	41	29	46	55	63	73
39	DIR./DEAN, LAW	72	30	59	70	78	111
40	DIR./DEAN, MEDICINE	44	39	69	77	94	116
41	DIR./DEAN, MUSIC	82	23	41	52	59	83
42	DIR./DEAN, NURSING	81	21	46	53	60	85
43	DIR./DEAN, PHARMACY	43	32	50	61	68	87
44	DIR./DEAN, SOCIAL WORK	42	28	48	57	67	82
45	DIR./DEAN, TECHNOLOGY	31	30	50	54	63	109
46	DIR./DEAN, VOCATIONAL EDUC.	19	32	41	52	62	81

TABLE 81: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 405 SENIOR COLLEGES, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF $ TOTCMP / PRS TCH				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	405	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	381	39	62	71	80	111
3	REGISTRAR	380	19	35	41	51	89
5	HEAD LIBRARIAN	388	18	39	48	56	98
8	CHIEF BUSINESS OFFICER	386	25	54	62	70	113
10	DIRECTOR, PERSONNEL SERVICES	176	13	33	39	46	99
11	DIRECTOR, PHYSICAL PLANT	340	20	35	43	48	99
13	COMPTROLLER	227	19	36	44	52	85
17	CHIEF DEVELOPMENT OFFICER	309	17	49	57	67	109
18	CHIEF PUBLIC RELATIONS OFFICER	252	18	35	43	52	89
20	CHIEF STUDENT LIFE OFFICER	289	17	46	54	65	95
30	DIR./DEAN, ARTS & SCIENCES	76	33	60	66	75	98
31	DIR./DEAN, BUSINESS	62	29	55	69	73	87
33	DIR./DEAN, EDUCATION	89	37	58	66	74	94
34	DIR./DEAN, ENGINEERING	12	45	54	65	70	84
35	DIR./DEAN, EXTENSION	35	31	44	51	64	78
36	DIR./DEAN, FINE ARTS	39	37	50	63	70	87
37	DIR./DEAN, GRADUATE PROGRAMS	88	35	55	66	73	94
38	DIR./DEAN, HOME ECONOMICS	16	39	37	43	50	79
41	DIR./DEAN, MUSIC	29	30	43	53	61	83
42	DIR./DEAN, NURSING	29	33	45	52	61	84
44	DIR./DEAN, SOCIAL WORK	10	33	56	64	64	87
45	DIR./DEAN, TECHNOLOGY	16	44	55	60	70	86

TABLE 82: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 277 JUNIOR COLLEGES, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % TOTCMP / PRS TCH				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	277	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	258	33	68	75	81	141
3	REGISTRAR	229	19	62	53	63	118
5	HEAD LIBRARIAN	245	30	68	55	62	110
8	CHIEF BUSINESS OFFICER	252	22	56	66	73	101
10	DIRECTOR, PERSONNEL SERVICES	80	27	62	53	65	96
11	DIRECTOR, PHYSICAL PLANT	169	23	59	65	53	103
13	COMPTROLLER	99	28	63	69	67	90
17	CHIEF DEVELOPMENT OFFICER	70	31	50	59	66	130
18	CHIEF PUBLIC RELATIONS OFFICER	101	21	61	52	59	97
20	CHIEF STUDENT LIFE OFFICER	172	28	56	66	74	99
30	DIR./DEAN, ARTS & SCIENCES	58	45	57	66	74	90
31	DIR./DEAN, BUSINESS	56	41	61	59	70	90
33	DIR./DEAN, EDUCATION	13	48	57	59	77	98
35	DIR./DEAN, ENGINEERING	25	40	53	56	67	88
36	DIR./DEAN, EXTENSION	37	32	51	60	71	97
36	DIR./DEAN, FINE ARTS	28	40	50	59	69	81
38	DIR./DEAN, HOME ECONOMICS	11	41	47	66	72	101
42	DIR./DEAN, NURSING	46	32	50	57	69	76
44	DIR./DEAN, SOCIAL WORK	11	38	53	61	68	81
45	DIR./DEAN, TECHNOLOGY	38	37	54	68	72	141
46	DIR./DEAN, VOCATIONAL EDUC.	87	43	58	66	74	97

TABLE 83: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 223 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS LESS THAN $1,601,680, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % TOTCMP / PRS TCH				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	223	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	200	45	64	73	80	141
3	REGISTRAR	174	19	38	47	60	118
5	HEAD LIBRARIAN	209	24	53	52	59	110
8	CHIEF BUSINESS OFFICER	196	25	54	63	71	93
10	DIRECTOR, PERSONNEL SERVICES	73	27	46	58	67	84
11	DIRECTOR, PHYSICAL PLANT	117	21	35	43	51	103
13	COMPTROLLER	59	19	35	44	54	98
17	CHIEF DEVELOPMENT OFFICER	48	31	52	63	76	130
18	CHIEF PUBLIC RELATIONS OFFICER	90	21	38	46	59	97
20	CHIEF STUDENT LIFE OFFICER	120	28	50	60	70	99
30	DIR./DEAN, ARTS & SCIENCES	16	42	49	65	71	81
31	DIR./DEAN, BUSINESS	16	42	45	59	73	89
33	DIR./DEAN, EDUCATION	15	39	58	72	78	98
35	DIR./DEAN, EXTENSION	10	37	48	59	70	87
36	DIR./DEAN, FINE ARTS	11	37	49	54	78	81
42	DIR./DEAN, NURSING	12	39	51	69	68	76
46	DIR./DEAN, VOCATIONAL EDUC.	22	43	58	63	71	93

TABLE 84: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 221 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $1,601,681--$3,329,039, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % TOTCMP / PRS TCH				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	221	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	211	33	64	72	79	111
3	REGISTRAR	209	19	35	43	54	82
5	HEAD LIBRARIAN	214	26	41	48	56	98
8	CHIEF BUSINESS OFFICER	210	23	53	61	69	113
10	DIRECTOR, PERSONNEL SERVICES	45	28	41	49	59	99
11	DIRECTOR, PHYSICAL PLANT	173	20	34	40	47	99
13	COMPTROLLER	107	20	36	44	52	88
17	CHIEF DEVELOPMENT OFFICER	133	26	48	57	64	103
18	CHIEF PUBLIC RELATIONS OFFICER	116	21	36	43	53	89
20	CHIEF STUDENT LIFE OFFICER	152	17	47	56	67	97
30	DIR./DEAN, ARTS & SCIENCES	21	33	52	62	71	79
31	DIR./DEAN, BUSINESS	25	37	46	58	66	78
33	DIR./DEAN, EDUCATION	16	37	53	58	69	80
35	DIR./DEAN, EXTENSION	19	31	49	56	71	97
36	DIR./DEAN, FINE ARTS	11	40	47	56	72	81
37	DIR./DEAN, GRADUATE PROGRAMS	14	44	44	57	65	94
42	DIR./DEAN, NURSING	19	32	42	50	64	80
45	DIR./DEAN, TECHNOLOGY	12	42	52	58	68	81
46	DIR./DEAN, VOCATIONAL EDUC.	30	43	62	70	75	97

TABLE 85: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 227 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $3,129,040--$7,495,416, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % TOTCMP / PRS YCM				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	227	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	214	27	63	71	80	100
3	REGISTRAR	214	15	34	43	53	81
5	HEAD LIBRARIAN	220	18	40	49	56	77
8	CHIEF BUSINESS OFFICER	221	36	54	65	73	92
10	DIRECTOR, PERSONNEL SERVICES	105	13	29	36	45	77
11	DIRECTOR, PHYSICAL PLANT	203	19	37	43	49	89
13	COMPTROLLER	189	20	38	48	54	79
17	CHIEF DEVELOPMENT OFFICER	158	17	46	55	65	100
18	CHIEF PUBLIC RELATIONS OFFICER	132	18	35	44	52	77
20	CHIEF STUDENT LIFE OFFICER	173	20	46	56	67	90
30	DIR./DEAN, ARTS & SCIENCES	79	34	56	64	71	98
31	DIR./DEAN, BUSINESS	67	29	53	60	68	87
33	DIR./DEAN, EDUCATION	93	25	51	64	73	99
34	DIR./DEAN, ENGINEERING	95	29	51	58	68	89
35	DIR./DEAN, EXTENSION	95	30	49	53	63	78
36	DIR./DEAN, FINE ARTS	32	38	53	63	70	87
37	DIR./DEAN, GRADUATE PROGRAMS	45	32	52	57	68	84
38	DIR./DEAN, HOME ECONOMICS	19	35	45	62	71	79
39	DIR./DEAN, LAW	14	49	62	73	84	111
41	DIR./DEAN, MUSIC	23	23	41	50	56	79
42	DIR./DEAN, NURSING	40	40	48	55	59	84
44	DIR./DEAN, SOCIAL WORK	10	44	60	64	65	87
45	DIR./DEAN, TECHNOLOGY	26	45	60	64	70	86
46	DIR./DEAN, VOCATIONAL EDUC.	32	43	57	65	71	87

TABLE 86: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 229 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $7,495,417--$140,713,000, 1971-72

	POSITION	NO. INDVS RPTD	RANGE OF % TOTCMP / PRS YCM				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFR.(PRES)	229	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	219	40	68	76	82	118
3	REGISTRAR	222	19	35	42	51	81
5	HEAD LIBRARIAN	226	24	45	54	62	86
8	CHIEF BUSINESS OFFICER	228	33	60	66	74	120
10	DIRECTOR, PERSONNEL SERVICES	208	13	32	39	46	96
11	DIRECTOR, PHYSICAL PLANT	223	20	40	45	53	85
13	COMPTROLLER	183	21	41	47	52	83
17	CHIEF DEVELOPMENT OFFICER	156	25	44	54	65	98
18	CHIEF PUBLIC RELATIONS OFFICER	159	15	37	47	55	92
20	CHIEF STUDENT LIFE OFFICER	190	22	50	59	67	88
28	DIR./DEAN, ARCHITECTURE	37	29	46	54	61	81
29	DIR./DEAN, AGRICULTURE	38	43	58	65	72	82
30	DIR./DEAN, ARTS & SCIENCES	187	33	57	66	74	93
31	DIR./DEAN, BUSINESS	168	30	57	65	73	106
32	DIR./DEAN, DENTISTRY	37	38	53	69	82	109
33	DIR./DEAN, EDUCATION	165	29	58	65	73	86
34	DIR./DEAN, ENGINEERING	99	35	54	64	73	91
35	DIR./DEAN, EXTENSION	105	29	46	55	64	87
36	DIR./DEAN, FINE ARTS	92	34	53	62	69	86
37	DIR./DEAN, GRADUATE PROGRAMS	172	27	56	65	72	95
38	DIR./DEAN, HOME ECONOMICS	45	29	43	54	61	73
39	DIR./DEAN, LAW	61	30	58	70	78	100
40	DIR./DEAN, MEDICINE	43	39	69	77	94	116
41	DIR./DEAN, MUSIC	50	31	45	54	62	83
42	DIR./DEAN, NURSING	45	21	47	53	61	85
43	DIR./DEAN, PHARMACY	41	32	48	61	67	87
44	DIR./DEAN, SOCIAL WORK	46	28	48	57	67	82
45	DIR./DEAN, TECHNOLOGY	40	30	48	55	65	109
46	DIR./DEAN, VOCATIONAL EDUC.	29	32	42	54	63	81

RELEVANT FACTORS IN ADMINISTRATIVE COMPENSATION

A major purpose of this study was to determine the extent of correlation between the salaries of the 46 surveyed positions and each of four selected indicators of institutional identity, resources, size and complexity: (1) classification of the institution, (2) source of support (public or private), (3) total headcount enrollment, and (4) the size of the current Educational and General Budget.

These four indicators were selected from among 32 examined in the 1967-68 study as having the most significant relationship to salary and, therefore, deserving of more critical examination this broader study. The same indicators were used in the 1969-70 study.

Pearson product-moment correlation coefficients were computed to measure the strength of the linear relationship between each of the four indicators and the salary of each position. These relationships form the basis for the following comments. The reader should not assume that correlation proves causality. These data show only that a relationship exists, and not that one variable has a causal relationship to another.

Best Predictor of the President's Salary

The factor considered in this study which best predicts the distribution of the salaries of college and university Chief Executive Officers (Presidents) is the size of the Educational and General Budget of the President's institution. The coefficient of correlation between Presidents' salaries and the size of the Educational and General Budgets is 0.59. Therefore, 35 per cent of the differences among Presidents' annual salaries is predictable by this factor. The correlation has even greater strength this year than in the 1969-70 study in which the correlation coefficient was 0.55, with 30 per cent of the differences predictable.

Since the President's compensation is the greatest single influence on the compensation of all other positions, the size of the Educational and General Budget is doubly important to the level of compensation of all other positions.

Best Predictors of Other Salaries

The best predictors of the distribution of salaries of the 45 positions other than that of the President were found to be

TABLE 87: CORRELATION COEFFICIENTS OF POSITION SALARIES AND EDUCATIONAL AND GENERAL BUDGET

POSITION	CORRELATION COEFFICIENTS
01 CHIEF EXECUTIVE OFFR. (PRES.)	.59
02 CHIEF ACADEMIC OFFICER	.65
03 REGISTRAR	.46
04 DIRECTOR OF ADMISSIONS	.48
05 HEAD LIBRARIAN	.66
06 DIRECTOR, COMPUTER CENTER	.67
07 DIRECTOR, COMMUNITY SERVICES	.47
08 CHIEF BUSINESS OFFICER	.63
09 PURCHASING AGENT	.59
10 DIRECTOR, PERSONNEL SERVICES	.49
11 DIRECTOR, PHYSICAL PLANT	.64
12 DIRECTOR, FOOD SERVICES	.54
13 COMPTROLLER	.64
14 DIRECTOR, STUDENT HOUSING	.65
15 MANAGER, BOOKSTORE	.57
16 STAFF LEGAL COUNSEL	.52
17 CHIEF DEVELOPMENT OFFICER	.47
18 CHIEF PUBLIC RELATIONS OFFICER	.66
19 DIRECTOR, INFORMATION OFFICE	.52
20 CHIEF STUDENT LIFE OFFICER	.55
21 DIRECTOR, STUDENT UNION	.49
22 DIRECTOR, STUDENT PLACEMENT	.42
23 DEAN OF MEN	.38
24 DEAN OF WOMEN	.48
25 DIRECTOR, STUDENT FINANCIAL AID	.43
26 DIRECTOR, STUDENT COUNSELING	.41
27 DIRECTOR, ATHLETICS	.66
28 DIR./DEAN, ARCHITECTURE	.57
29 DIR./DEAN, AGRICULTURE	.73
30 DIR./DEAN, ARTS & SCIENCES	.68
31 DIR./DEAN, BUSINESS	.62
32 DIR./DEAN, DENTISTRY	.44
33 DIR./DEAN, EDUCATION	.63
34 DIR./DEAN, ENGINEERING	.65
35 DIR./DEAN, EXTENSION	.58
36 DIR./DEAN, FINE ARTS	.65
37 DIR./DEAN, GRADUATE PROGRAMS	.61
38 DIR./DEAN, HOME ECONOMICS	.62
39 DIR./DEAN, LAW	.50
40 DIR./DEAN, MEDICINE	.49
41 DIR./DEAN, MUSIC	.59
42 DIR./DEAN, NURSING	.60
43 DIR./DEAN, PHARMACY	.47
44 DIR./DEAN, SOCIAL WORK	.48
45 DIR./DEAN, TECHNOLOGY	.43
46 DIR./DEAN, VOCATIONAL EDUCATION	.49

the size of the Educational and General Budget, total headcount enrollment, and the classification of the institution.

The size of the Educational and General Budget of an institution is the best indicator of the Chief Academic Officer and the salaries of 18 other top administrative positions including 9 of the Academic Directors/Deans. Table 87 shows the correlation coefficients of the position salaries and the Educational and General Budget. The size of the budget is statistically significant at the .01 level for all positions surveyed.

Total headcount enrollment was found to be the best single indicator of the salaries of the Registrars and the directors of many student-related functions, i.e., student union, student placement, student financial aid, student counseling, etc. Total headcount enrollment was found to be the best single indicator of the salaries of 21 different positions.

The institution's classification as a university, senior college or junior college was found to be the best indicator of salaries for 5 positions, all of which are Academic Directors/Deans.

Conclusions

The size of the Educational and General Budget emerges increasingly as the best single indicator of salary differences for the administrative positions surveyed. This reinforces the findings of the 1967-68 and 1969-70 studies. Although this factor is not the best indicator of salary differences in all positions, the variance in correlation coefficients between this factor and the best indicator is less than .15 in all cases except one.

Continued use of data presentation formats which are geared to the size of the Educational and General Budget appears not only desirable, but also necessary to ensure maximum understanding and usefulness of administrative compensation survey data. Of course, no such quantitative relationships can substitute for informed and balanced judgment in determining the compensation of an individual.

INSTRUCTIONS FOR USE OF SUMMARY POSITION DESCRIPTIONS

APPENDIX A

SUMMARY POSITION DESCRIPTIONS

Please review these summary position descriptions before entering compensation figures in order to ensure reasonable comparability of survey data. When the differences between the summary description and the duties actually performed in the responding institution are substantial, no data should be reported. However, when the differences between functions actually performed and the summary description are not thought to be sufficiently great as to destroy comparability, data should be reported and the nature of the difference noted (hand-written) in the space provided with the summary description.

1. President (Chief Executive Officer): The principal administrative official responsible for the direction of all operations of an institution of higher education. Usually reports to a governing board.

   Position comparable except as follows:

2. Chief Academic Officer: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar and library activities.

   Position comparable except as follows:

3. Registrar: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classroom scheduling, maintenance of student records and related matters.

   Position comparable except as follows:

4. Director of Admissions: The administrative official with primary responsibility for the admission of undergraduates. May also be responsible for the admission of graduate and professional students, or for scholarship administration or similar functions.

   Position comparable except as follows:

5. Head Librarian: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services, special collections, and may include the direction of a school of library science.

   Position comparable except as follows:

6. Director, Computer Center: Directs the institution's major computing activities. Functions typically include computer programming, systems studies and computer operations.

   Position comparable except as follows:

7. Director, Community Services: Directs or coordinates the conduct of special (usually non-credit) educational, cultural and recreational services to the community.

   Position comparable except as follows:

8. Chief Business Officer: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised tupically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, budgeting, accounting and related matters.

   Position comparable except as follows:

9. Purchasing Agent: Conducts central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, approval of invoices and related matters.

   Position comparable except as follows:

10. Director, Personnel Services: Administers institutional personnel policies and practices for faculty and staff. Functions typically include personnel records, benefits, staff employment, wage and salary administration and, where applicable, labor relations.

    Position comparable except as follows:

11. Director, Physical Plant: The senior administrative official responsible for the construction, rehabilitation and maintenance of physical facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation, parking and campus security.

    Position comparable except as follows:

12. Director, Food Services: Administers all institutional food services whether directly managed and operated or catered.

    Position comparable except as follows:

13. Comptroller: Directs accounting, payroll, cashiering and related functions. May also have responsibility for office services, such as mail and telephone.

    Position comparable except as follows:

14. Director, Student Housing: Directs all residence hall operations for students. May also administer off-campus housing programs.

    Position comparable except as follows:

15. Manager, Bookstore: Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies and equipment; advertising; employment and supervision of sales staff; maintenance of sales and inventory records, and related matters.

    Position comparable except as follows:

16. Staff Legal Counsel: The principal salaried staff person responsible for advising the institution on its legal rights, obligations or privileges. May act as agent in various transactions or serve as principal contact with other legal counsel. (Do not report unless on institution's payroll.)

    Position comparable except as follows:

17. Chief Development Officer: The senior administrative official responsible for institutional development programs. Functions typically include fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations and information office activities.

    Position comparable except as follows:

18. Chief Public Relations Officer: The senior administrative official responsible for public relations programs. Functions typically include public relations, legislative relations, alumni relations and information office functions.

    Position comparable except as follows:

19. Director, Information Office: Directs the provision of information about the institution to students, faculty and the public. Functions typically include news media relations, preparation or review of news releases and photographs, and preparation and distribution of news letters, magazines and other publications.

    Position comparable except as follows:

20. Chief Student Life Officer: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations and related functions.

    Position comparable except as follows:

21. Director, Student Union: Directs the operation of a student union building and related student activities. Functions typically include supervision of food service facilities, activities programming, guest rooms, information desk, recreational facilities and arrangements for special functions or activities.

    Position comparable except as follows:

22. Director, Student Placement: Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates and alumni. May also be responsible for placement of students on part-time jobs within or outside the institution.

Position comparable except as follows:

23. Dean of Men: Directs the student life activities solely concerned with male students. Functions typically include fraternity relations, male discipline and related matters.

Position comparable except as follows:

24. Dean of Women: Directs the student life activities solely concerned with female students. Functions typically include sorority relations, female discipline and related matters.

Position comparable except as follows:

25. Director, Student Financial Aid: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state or Federal loan programs; awarding of scholarships and fellowships and maintenance of appropriate records.

Position comparable except as follows:

26. Director, Student Counseling: Directs the provision of counseling and testing services for students.

Position comparable except as follows:

27. Director, Athletics: Directs intramural and intercollegiate athletic programs. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

Position comparable except as follows:

28-46.

Dean or Director: Serves as the principal administrator for the degree-credit instructional program indicated (i.e., Architecture, Agriculture, Arts & Sciences, etc.).

Appendix B

INSTRUCTIONS FOR COMPLETION OF ADMINISTRATIVE COMPENSATION SURVEY

The following sections describe how to complete the 1971-72 Administrative Compensation Survey.

GENERAL INSTRUCTIONS

The purpose of the survey is to determine the cash compensation for 46 administrative positions found in colleges and universities and the non-cash and total compensation for 30 of that group, including 19 academic Deans and Directors.

In view of present "wage freeze" conditions, you should report data as you now expect it to be after the initial 90-day freeze period. Where compensation was established and paid prior to the freeze, report the current data; where compensation is affected by the freeze, report the data as approved or budgeted and as now expected to be paid after the initial 90-day freeze period.

To assist in the identification of the position in the responding institution, a summary description of each position is included with these instructions. Please review and comment on the summary position description before completing the survey document.

Do not report data for persons (1) who devote less than 50 per cent of full-time to the survey position, or (2) whose services are wholly or partially contributed without compensation, or (3) who devote more than 50 per cent of full-time to multi-campus, system headquarters duties.

Please report figures to the nearest whole dollar and fill in all blanks.

I--INSTITUTIONAL IDENTIFICATION

Items 1 through 5 are self-explanatory. In Item 6: 1971-72 Educational and General Budget, enter the dollar value of that portion of the total institutional budget used for current educational and general operations exclusive of student aid, auxiliary enterprises, service departments, construction, and externally sponsored research and other activities.

II--DOLLAR VALUES OF NON-CASH COMPENSATION ELEMENTS

Instructions for columns (a) through (h) appear in the following sections. The basic principle of these calculations is that they should reflect the cost to the institution or to the supporting

agency (such as to the state for a public institution) of providing the benefit.

(a) Position Number: refers to number of position as shown in attached Summary Position Descriptions.

(b) Title or Function: refers to title or function of position as shown in attached Summary Position Descriptions.

(c) Social Security: indicate by entering "Yes" or "No" whether incumbent of position is covered by Old Age and Survivors Insurance.

(d) Retirement: report the actual cost of the employer's contribution to all retirement plans other than Social Security, but including the current annual cost of special deferred compensation arrangements designed for application during retirement. Exclude the employee's contribution to a tax-sheltered annuity plan (which should be included in Section III with "12-Months Salary").

(e) Insurance: report the actual direct cost of providing insurance for the individual. Include such coverage as group life insurance, travel and accident insurance, hospital insurance, medical insurance, surgical insurance, major medical insurance, Workmen's Compensation (if provided to the incumbent of the position) and long-term disability insurance. Also include in this section any contribution through other than an insurance plan for prolonged disability income payments to the individual, providing such payments do not arise from the accumulation of unused annual sick leave or vacation benefits.

(f) Housing: report the actual cost of any individual housing benefit, or the amount of cash payment provided in lieu of free or subsidized housing. If house is institutionally owned, include such costs as loss on investment (at 5 per cent), property insurance, grounds maintenance, repairs, and equipment replacement. Exclude here the cost of house servants, which should be reported under "Other Benefits".

(g) Tuition and Fees: report the in-state tuition and fees normally charged to one full-time student if such benefits normally are available to the incumbent of such a position. It is not necessary for the individual to actually be receiving this benefit to have it reported.

(h) Other Benefits: report the total actual cost to the institution or agency for all other benefits, such as:

- Automobile allowance--including the estimated cost of depreciation, insurance on the automobile, loss of interest

on investment (at 5 per cent), or rental cost, and estimated operating costs.

- Servants--at actual cost including the institutional portion of Social Security taxes and other benefits.
- Club Dues--actual cost of dues and initiation fees paid in the name of the incumbent.
- Other additions to cash compensation at their annual institutional cost.
- Do not include such items as professional memberships, travel, reimbursement of direct expenses, service club membership expenses and the like.

III--CASH COMPENSATION

Instructions for columns (i) and (j) are the same as for columns (a) and (b) as explained above in Section II.

(k) Per Cent: enter the per cent of time the individual devotes to the function (do not report assignments of less than 50 per cent of full-time). Indicate the assignment of a single individual to more than one function through the use of footnotes.

(l) 12-Months Salary: report the 12-months equivalent cash salary of the individual. This may require conversion of 9, 10 or 11-month salaries. Report only gross salary before reduction for a tax-sheltered annuity.

(m) Actual or Expected Salary (A/E): enter the letter "A" to indicate that the compensation reported now is actually being paid during the wage freeze or the letter "E" to indicate that the compensation reported now is expected to be paid after the initial 90-day freeze period.